SIAST
SASKATCHEWAN INSTITUTE OF
APPLIED SCIENCE AND TECHNOLOGY

Saskatchewan Urban Training Needs Assessment Report 2001

Prepared by:
SIAST Planning, Research and Development Division
Institutional Research Office

June 2001
#01-05

Saskatchewan Institute of Applied Science and Technology

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Prepared by:
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Planning, Research and Development Division

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1.0 Introduction

1.1 Background

As part of the annual planning process, SIAST conducts a number of formal and informal consultations with various SIAST stakeholders (employers, industry organizations, community representatives, and various SIAST departments). The purpose of the process is to identify and research future program training needs in the province. In addition to consultations, various publications that report labour market information and general trends and statistics are also examined. Following the research, the SIAST Urban Training Needs Assessment Report (SUTNA) Report 2001 is produced.

1.2 Objective of the Report

The main purposes of the SIAST Urban Training Needs Assessment (SUTNA) 2001 Report are to gather information identifying training needs specific to each of the four SIAST campus cities (Saskatoon, Regina, Moose Jaw and Prince Albert), and to gather information relevant to province-wide training needs. The identified training needs assist SIAST in determining future development of new programs.

One objective in undertaking the needs assessment consultation process is to work with organizations, such as Canada-Saskatchewan Career and Employment Services (CSCES) agencies, and other training providers in order to share common data and coordinate the information gathering process. This process facilitates integrated planning and avoids duplication of services.

The SUTNA report [which includes the reports prepared by CSCES agencies], and the needs assessment reports from the Regional Colleges identifying training needs in their particular locales, form the basis of a ***provincial training plan***.

1.3 Methodology

The SUTNA 2001 report is divided into four sections, which are outlined in chapters two to five of the report.

Section one (chapter two) involves the reporting of data gleaned from a variety of sources. The sources are referenced throughout the SUTNA 2001 report and in the list of references at the end of the report. This section of the report provides relevant demographic trends, labour market information, economic activities and future trends, and includes both an international and national perspective.

An example of the sources include:

- Saskatchewan Employment Demand (SED) Forecast 2000
- Projected Demand for Post-Secondary Graduates in Saskatchewan
- K-12 Enrolments Province-wide and in the Four Major Cities
- Education Indicators in Canada
- Saskatchewan People – Trends and Projections
- Canadian Social Trends
- Statistics Canada releases

Section two (chapter three) records the summaries of the Sector Partnership studies that have been completed within the past year, as well as specific needs assessment reports completed at SIAST. This section also records the summaries of training needs reports completed by the Canada-Saskatchewan Career and Employment Services (CSCES) agencies in Moose Jaw, Prince Albert, Regina and Saskatoon. The purpose of this section is to summarize identified training needs that might be relevant to SIAST.

Section three (chapter four) reports the primary research obtained from the stakeholder consultations that were held in each campus city. The list of invited stakeholders and participants to the consultations is included as Appendix A.

Section four (chapter five) of the report outlines the impact on SIAST of the findings identified in sections three, four and five with indications of current or potential SIAST responses.

2.0 Demographic and Economic Information

2.1 Saskatchewan Demographics

2.1.1 Population Data

Table 1 highlights the major demographic statistics in Saskatchewan for the year 2000.

Table 1: Demographics of Saskatchewan

Characteristics	Saskatchewan		Saskatoon		Regina		Moose Jaw		Prince Albert	
Population in 2000[1]	1,021,762		206,627		186,547		34,160		39,307	
Population in 1996[2]	990,237		193,647		180,400		32,973		34,777	
Labour Force in 2000[3]										
▪ Employed	465,400		123,600		109,700		15,100		18,700	
▪ Unemployed	32,800		6,900		5,300		700		1,300	
▪ Participation Rate	65.3%		68.5%		70.3%		58.5%		69.3%	
▪ Employment Rate	63%		64.7%		66.9%		55.8%		64.4%	
▪ Unemployment Rate	6.6%		5.6%		4.8%		4.6%		7.0%	
Age Groups as % of the Saskatchewan population 2000[3]										
▪ 0-14	16.67%		21.8%		21.0%		20.1%		25.5%	
▪ 15-24	11.57%		14.6%		14.6%		14.3%		15.2%	
▪ 25-44	21.78%		33.0%		32.4%		27.9%		30.0%	
▪ 45-64	38.92%		19.2%		20.0%		19.3%		18.0%	
▪ 65+	11.19%		11.4%		12.0%		18.4%		11.3%	
Age Groups by gender 2000[3] (%)	M	F	M	F	M	F	M	F	M	F
▪ 0-14	8.4	8.25	11.1	10.6	10.7	10.2	10.5	9.6	13.1	12.3
▪ 15-24	5.96	5.61	7.3	7.4	7.4	7.3	7.0	7.3	7.5	7.8
▪ 25-44	10.98	10.79	16.4	16.6	16.2	16.1	13.7	14.1	14.5	15.5
▪ 45-64	8.09	30.67	9.4	9.7	9.9	10.1	9.6	9.7	8.9	8.8
▪ 65+	4.86	6.32	4.6	6.8	4.8	7.2	7.3	11.1	4.6	6.8
Aboriginal Population 1996[2]	111,245		15,545		13,330		920		9190	
Visible Minority Population 1996[2]	26,945		11,035		10,230		1005		485	
Immigrant Population 1996[2]	52,315		15,635		14,745		1,805		1,510	
Social Assistance Recipients, 1999-2000[4]	34,249		11,569		8,667		1,587		1,917	

(Sources:

[1]Government of Saskatchewan, Bureau of Statistics, Saskatchewan Hospital Services Plan (SHSP), December, 2000

[2]Statistics Canada 1996 Census

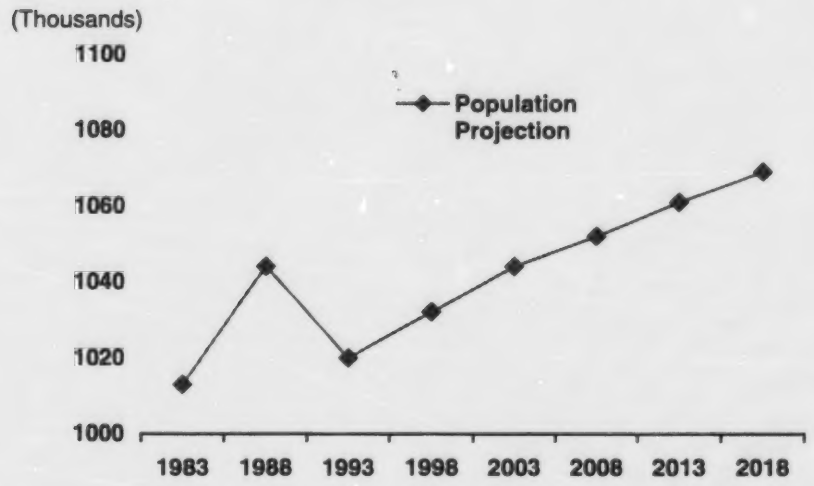
[3]Government of Saskatchewan, Bureau of Statistics, June 2001

[4]Saskatchewan Social Services, Social Services Fully Employable Social Assistance Recipients, March 2001

The province of Saskatchewan is the fifth largest in Canada, stretching 651,900 square kilometers, with a population of just over one million. In the past ten years, there has been a dramatic shift in the demographics of the province, with an aging population, residents moving away from the rural centres to the larger urban centers, and an out-migration of people to other locations – mainly Alberta. There has been some in-migration to Saskatchewan but not at the same pace as the out-migration. These factors indicate that the numbers in the workforce are dwindling, and futurists predict a shortage of a skilled workforce in the province.

The Saskatchewan Post-Secondary Education and Skills Training (PSEST) report, *An Overview to the Saskatchewan Economy and Labour Market, May 2001,* projects that the population in the province will grow very slowly over the next twenty years. The projection, averaging about 0.2%, as noted in Figure 1, is based on the fact that the current migration patterns continue, and that the fertility rates and mortality rates remain constant.

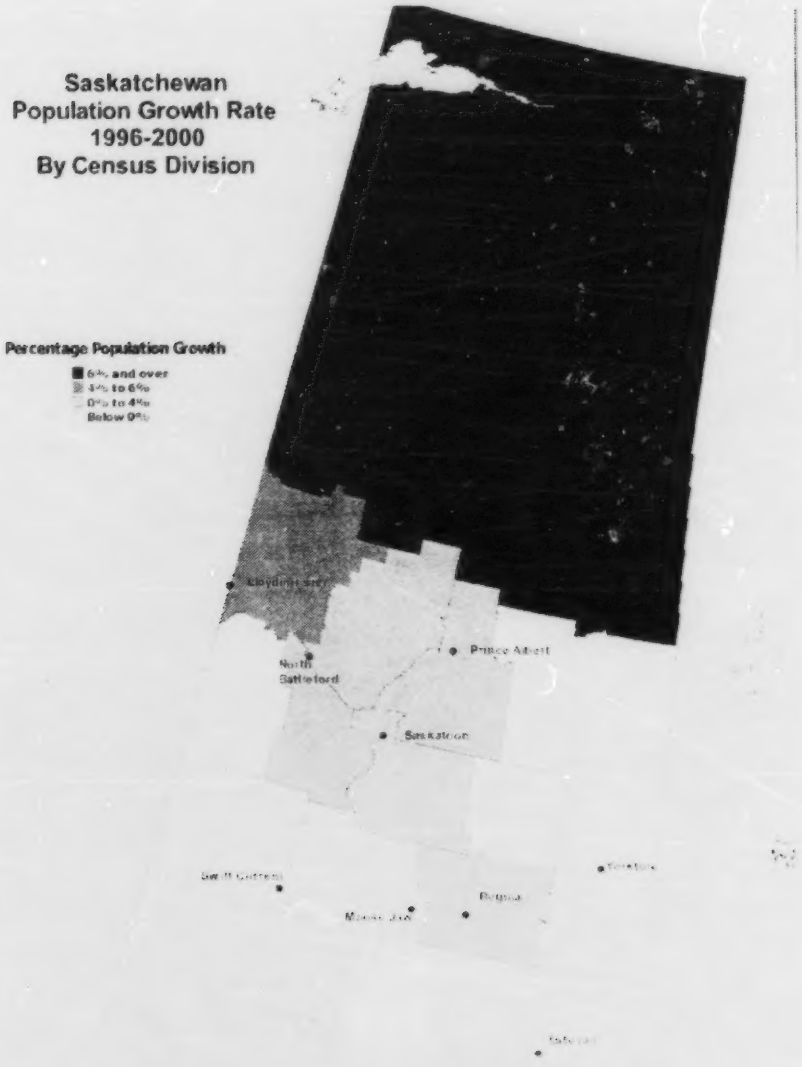
Figure 1: Saskatchewan Population Projection
1983-2018 Migration Pattern Assumption



(Source: Saskatchewan Post-Secondary Education and Skills Training, An Overview to the Saskatchewan Economy and Labour Market, May 2001)

The population growth rate in Saskatchewan between 1996-2000, according to Statistics Canada, was in the northern section of the province (Figure 2). The southern portion of the province is conspicuous by the lack of any population growth.

Figure 2: Saskatchewan Population Growth Rate 1996 – 2000



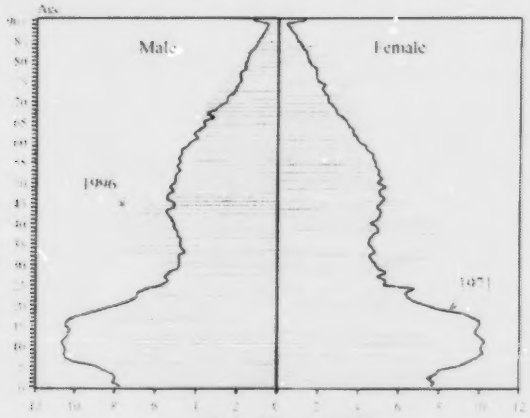
(Source: Statistics Canada, Census of Canada, produced by the Geography Division, Statistics Canada)

2.1.2 An Aging Population

The following figures (Figures 3 and 4), compare the shift in the age levels of the Saskatchewan population between the years 1971 and 1996, as well as the projection to 2026.

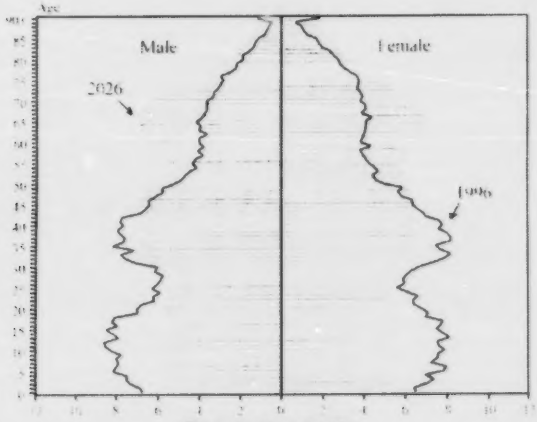
The **aging workforce** is a national issue as the baby boomers approach retirement age. Saskatchewan now records the oldest population. This shift has serious implications for Saskatchewan in terms of labour force and health care issues. The neighbouring province of Alberta reports the youngest age population.

Figure 3: Saskatchewan Population Distribution in 1971 and 1996



Population '000s

Figure 4: Saskatchewan Population Distribution in 1996 and Projection to 2026



Population '000s

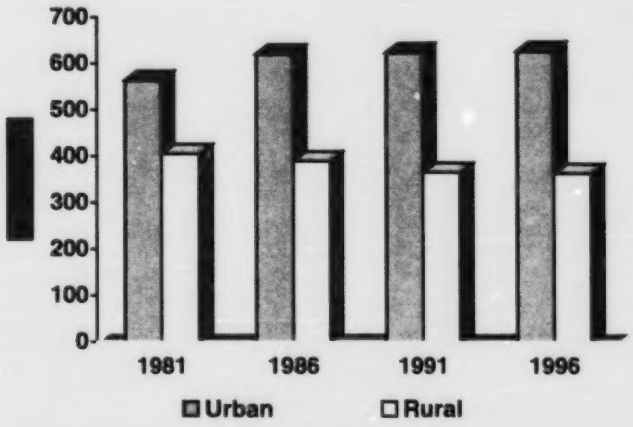
(Source: Statistics Canada, Censuses of Populations)

From the charts, one can see that the bulge has shifted dramatically between the years 1971 and 2026.

2.1.3 Rural to Urban Shift in Population

The second identification for the possible shift in the population in the province is the switch in the urban/rural demographics. Reference was made to this shift in the Saskatchewan Bureau of Statistics, *Economic Review 2000.* Figure 5 shows the shift in the fifteen years 1981 to 1996.

Figure 5: Saskatchewan Population – Urban and Rural 1981-1996



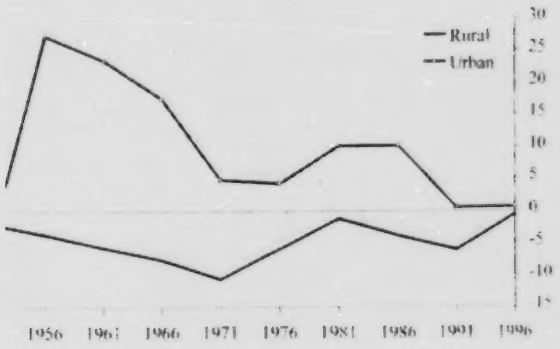
[Excludes Unenumerated Indian Reserves]

(Source: Statistics Canada, Census of Canada)

The changing demographics in the province, with the decrease in the rural population and the increase in the urban centers, is also happening throughout Canada. The April 2001 report, *State of the West – Western Canadian Demographic and Economic Trends,* by the Canada West Foundation, indicates that Canada is becoming increasingly urbanized and that the west of the country is experiencing the country's most rapid rates of urban growth. The report emphasizes that urban growth is strongly related to both economic growth and prosperity and that this concentration will increase as we continue to work in the knowledge-based economy. The urbanization trends differ in the western provinces. In British Columbia and Alberta, urbanization is the result of urban growth outpacing rural growth, yet in Saskatchewan, urbanization is the result of urban growth combined with rural depopulation. The report states that urban growth accounts for 95% of the west's population growth.

Statistics Canada reports that in the 1986-1991 five year span, the population in rural Saskatchewan decreased by 10%. The population in rural Saskatchewan did remain fairly static between the years1991 to 1996 (Figure 6). Statisticians anticipate that the Census 2001 data will show a further decline in the rural population between 1996 and 2001 and that this trend will continue.

Figure 6: Saskatchewan Population Growth Rate 1956-1996



(Source: Statistics Canada, Censuses of Populations)

2.1.4 Inter-provincial Migration

The Saskatchewan Bureau of Statistics reports the inter-provincial migration rates from 1991-2000. Based on the inter-migration history in the province, the Bureau projects the rates to 2005. Inter-provincial migration (in-migration and out-migration) has consistently recorded a net loss in the province and this phenomenon is expected to continue in the years ahead. Table 2 identifies the in-migration and out-migration rates from 1992-2000, with projections to 2005.

Table 2: Inter-provincial Migration Figures 1992-2005

Year	Inter-provincial Migration		
	In-Migration	Out-Migration	Net Difference
1992	17,796	26,277	-8.481
1993	17,258	23,606	-6,348
1994	16,828	22,259	-5,431
1995	16,814	20,466	-3,652
1996	17,411	19,572	-2,161
1997	16,771	19,565	-2,794
1998	18,697	20,637	-1,940
1999	15,200	19,533	-4,333
2000	20.781	27,079	-6,298
2001	17.197*	20,621*	-3.424*
2002	16.585*	20,178*	-3,593*
2003	15,984*	19,948*	-3,964*
2004	15,922*	20,043*	-4,121*
2005	15,812*	20,018*	-4,206*
	* Projections	**OVERALL:**	**-60,746 in 15 year period.**

(Source: Statistics Canada, Catalogue no. 91-213, page 38 - adapted)

In the *Saskatchewan People – Trends and Projections*, futurist Roger Sauvé reports that, in 1996, about 550,000 people who were born in Saskatchewan were now living in other provinces, while in the same year, 126,000 of in-migrants came to Saskatchewan from other provinces in Canada. Sauvé reflects that Canadians frequently move from province to province (mainly to the major cities) and that this helps unemployment - with people filling jobs in the receiving provinces. In this respect, Saskatchewan continues to be at the losing end. Sauvé encourages "Saskatchewan policy makers to ensure that more resources flow to the cities to encourage development" which will increase the jobs. The effects of inter-provincial migration will be more important than international immigration, especially in Saskatchewan, according to Statistics Canada. Sauvé reports that the anticipated labour shortage throughout Canada will have a severe effect on Saskatchewan and that the province will need to become aggressive in order to retain its own workers as well as attract workers from other provinces.

2.1.5 Immigration to Canada

Statistics Canada reports that Canada's population has doubled in the last fifty years, largely in part due to international immigration. Generally the immigrants to Canada have high levels of skills. Fifty percent of the immigrants to Canada settle in Ontario, with British Columbia slightly behind. The figures below highlight the share of immigrants in 1996 to the major western cities in Canada.

Vancouver 18.0%	Calgary 3.3%	Edmonton 2.6%
Regina 0.3%	Saskatoon 0.3%	Winnipeg 1.5%

Saskatchewan's population figures have been fairly constant for the past twenty years, at one million. As mentioned earlier, the larger percentages of the population are at both ends of the scale - the post-fifty and those in the formative years, which leaves a smaller percentage of the population in the labour force.

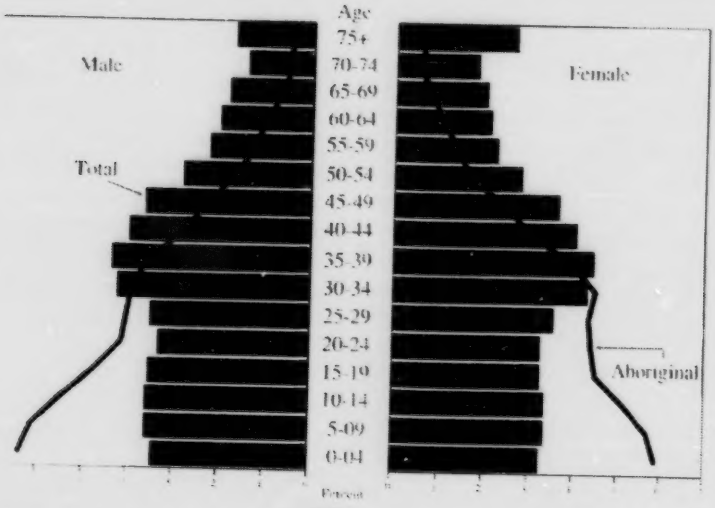
The Saskatchewan Bureau of Statistics records that for the year 2000, there were 1871 new immigrants to Saskatchewan, which is an increase of 148 from 1999.

2.1.6 Aboriginal Population Trends

Statistics Canada's Census 1996 figures record the Aboriginal population in Canada at 2.8% and in Saskatchewan at 11.4%, as a percentage of the total population. The Federal Government does not have access to the reserves, therefore no measurements are taken at these locales.

Figure 7 identifies that the bulge in the Aboriginal population is different that the bulge in the general population (Figures 3 and 4) or 1996. The lower age levels record the higher percentage levels.

Figure 7: Aboriginal Population Distribution in Canada, 1996



Source: Statistics Canada, Census of Population, 1996)

The *Overview to the Saskatchewan Economy and Labour Market, (PSEST) report,* records that the Aboriginal population in Saskatchewan in 2000, including the Registered Indian and the Métis populations, is 127,330. The figures differ by 10,000 from those recorded by Roger Sauvé in *Saskatchewan People – Trends and Projections.* Sauvé states that in 1999, there were over 100,000 Registered Indians in Saskatchewan, which did not include the 37,000 who registered as Métis in the 1996 Census. The provincial labour supply is predicted to decrease in the next 20 years, and this will provide more opportunities for Aboriginal people in the labour force. In order to prepare the Aboriginal population for the workforce, the provision of increased education and training is a requirement. The writers of the *Overview* accessed data from Statistics Canada 1996 Census and report that Saskatchewan's Aboriginal population in 1996 was:

- Ten years younger than the rest of the population
- Fifty-eight percent under 25 years of age compared to 37% for the rest of the Saskatchewan population
- Forty-two percent under 15 years of age, compared to 21% of the non-Aboriginal population
- Three percent over the age of 65 years, compared to 14% of non-Aboriginal populations
- That one in three of the 20,505 Aboriginal youth, aged 15-24, live on reserves
- That the unemployment rate for Aboriginal youth is three times that of non-Aboriginal youth, which is even higher than the Registered Indians living on reserves

Figures 8 and 9 depict the Aboriginal population in the province. Figure 8 shows the Aboriginal Population in 1996 in each of these cities as 35% of the total Aboriginal population in Saskatchewan. Figure 9 shows the Aboriginal population in 1996 in each of these cities as a percentage of the total population of the cities. The information is taken from the Census 1996 data.

Figure 8: Aboriginal Population in 1996 in Saskatoon, Regina, Moose Jaw and Prince Albert as % of Total Population in Saskatchewan

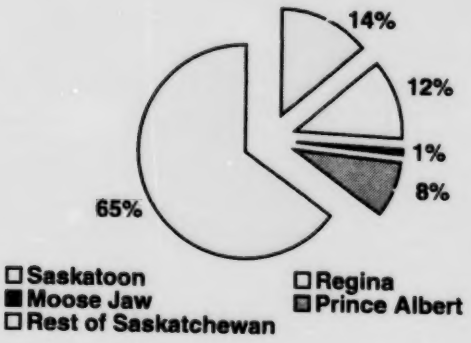
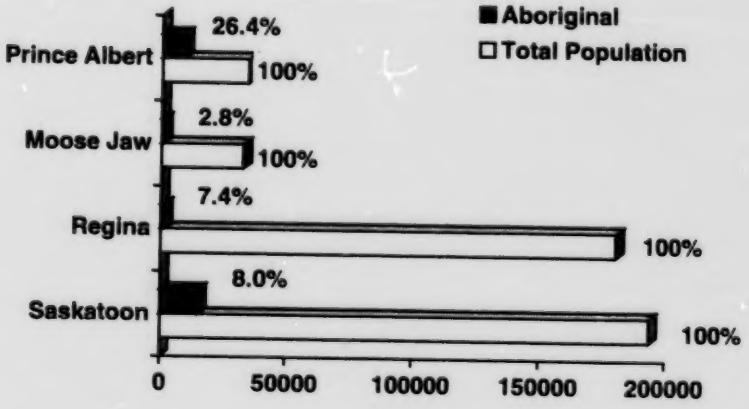


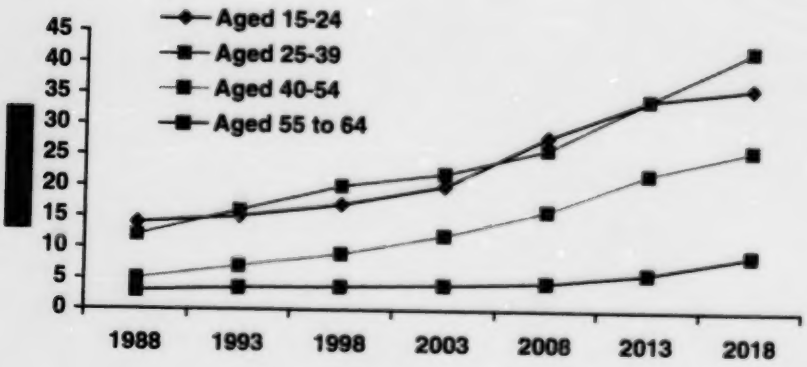
Figure 9: Aboriginal Population in 1996 in Saskatoon, Regina, Moose Jaw and Prince Albert as % of Total Population in City



(Source: Statistics Canada 1996 Census - adapted)

Figure 10 depicts the projected growth of the various age categories for the Registered Indian population in Saskatchewan.

Figure 10: Registered Indian Population Projections



(Source: Saskatchewan Labour Market Trends Report, 2000)

2.1.7 Shortage of Skilled Workforce

The shortage of skilled labour is another factor facing Canada and particularly Saskatchewan. The province's population figures have been fairly constant for the past twenty years, at one million.

In January 1999, a report *Identification of Saskatchewan Skilled Worker Shortage Project,* identified a variety of skilled labour shortages in each of the following sectors:

- Agriculture-value Sector
- Energy Sector
- Information Technology and Telecommunications Sector
- Tourism Sector
- Mining/minerals Sector
- Fabricated Metal Manufacturing Sector

A review of the Forestry and Retail and Wholesale Trade Sectors indicated little or no shortage of skilled labour.

Though a number of the skilled labour shortages are specific to the industries, many are duplicated across the sectors. The main duplicated shortages in this regard are:

Computer Analysts	Engineers	Production Crew Technicians
Truck Drivers	Laboratory Technicians	Computer Technicians
Biologists	Mechanics	Network Specialists
Mechanics	Network Specialists	Welders

In February 2001, The Canadian Federation of Independent Business (CFIB) report, *Help Wanted - Results of CFIB Surveys on the Shortage of Qualified Labour,* indicated that one out of every twenty jobs in Canada remains unfilled because of an inability to find suitably skilled labour. This figure amounts to a rate of 4.7% of total jobs in small and medium-sized enterprises (SMEs), which conservatively represents about 250,000 to 300,000 vacant jobs among Canada's million or so SMEs. Saskatchewan's percentage, at 4.2% is slightly less than the national average.

2.2 Education Levels

2.2.1 Kindergarten to Grade 12 Population

In the published *Saskatchewan Education Indicators, Kindergarten to Grade 12, 2000* report, Saskatchewan Education reports that:

- Saskatchewan's school-aged population has been declining in recent years
- The number of Aboriginal school-aged children in Saskatchewan has been increasing
- 20% of the school-aged population is Aboriginal

The population trend in the province has implications for all post-secondary institutions. Table 3 below identifies **potential post-secondary students** for the years 2000, 2001, 2002, and 2003. The term, *SpSec* refers to a record of students within the secondary division (grades 9 – 12), but who are not specifically in any one particular grade within that division.

Table 3: Grade 9 to Grade 12 Enrolments Province-wide and in the Four Major Cities, 1996 to 2000

Province-wide

Enrolment Year	Gr9	Gr10	Gr11	Gr12	SpSec	Total
1996	15,124	15,440	13,982	15,133	919	60,598
1997	14,934	15,454	14,135	14,820	1,297	60,640
1998	15,013	15,554	14,324	15,033	1,130	61,054
1999	14,965	15,477	14,296	15,698	1,124	61,560
2000	14,505	15,659	14,215	15,604	992	60,975

Note: Enrolments from all publicly funded School Divisions.

Saskatoon

Enrolment Year	Gr9	Gr10	Gr11	Gr12	SpSec	Total
1996	2,664	2,797	2,549	3,129	135	11,274
1997	2,749	2,775	2,608	3,142	137	11,411
1998	2,751	2,868	2,600	3,293	148	11,660
1999	2,941	2,869	2,716	3,337	115	11,978
2000	2,820	3,057	2,666	3,439	135	12,117

Note: Enrolments from Saskatoon Public SD 13 (4150000) and St. Paul SSD 20 (4160000) only.

Regina

Enrolment Year	Gr9	Gr10	Gr11	Gr12	SpSec	Total
1996	2,690	2,644	2,539	2,821	345	11,039
1997	2,636	2,602	2,390	2,657	528	10,813
1998	2,725	2,685	2,484	2,508	455	10,857
1999	2,733	2,699	2,526	2,727	436	11,121
2000	2,636	2,812	2,628	2,853	313	11,242

Note: Enrolments from Regina Public SD 13 (2150000) and St. Paul SSD 20 (2160000) only.

Moose Jaw

Enrolment Year	Gr9	Gr10	Gr11	Gr12	SpSec	Total
1996	573	543	553	591	79	2,339
1997	562	553	554	581	79	2,329
1998	561	586	549	578	58	2,332
1999	539	569	561	654	71	2,394
2000	505	580	563	681	90	2,419

Note: Enrolments from Moose Jaw SD 1 (2250000) and Moose Jaw RCSSD 22 (2260000) only.

Prince Albert

Enrolment Year	Gr9	Gr10	Gr11	Gr12	SpSec	Total
1996	489	817	707	646	55	2,714
1997	709	901	763	860	118	3,351
1998	699	870	779	796	171	3,315
1999	688	860	744	811	164	3,267
2000	686	871	773	856	138	3,324

Note: Enrolments from Prince Albert SD 3 (5650000), Prince Albert RCSSD 6 (5660000)
And Prince Albert Comprehensive 128 (5670000) before 1997 and Prince Albert RCSSD 6 (5660000)
And Saskatchewan Rivers SD 119 (7450000) 1997-98 on.

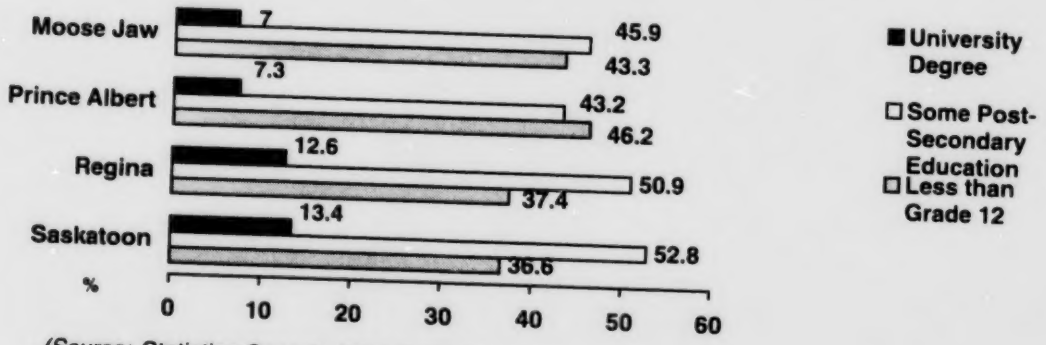
(Source: Saskatchewan Education. School Grants Database, Regina SK. 2001)

According to the enrollment statistics provided by Saskatchewan Education, the total K-12 enrollment in 1980 was 204,314 students; in 1990, 196,610 students; and in 2000, 184,494 students; which indicates a reduction of approximately 20,000 K-12 students in twenty years (1980-2000) in the province.

2.2.2 Post-Secondary Education Completion Rates

In Figure 11, the Statistics Canada Census 1996 reports that the majority of the population in Saskatoon, Regina, Prince Albert and Moose Jaw have some post-secondary education. The percentages are proportionate with the population in each city.

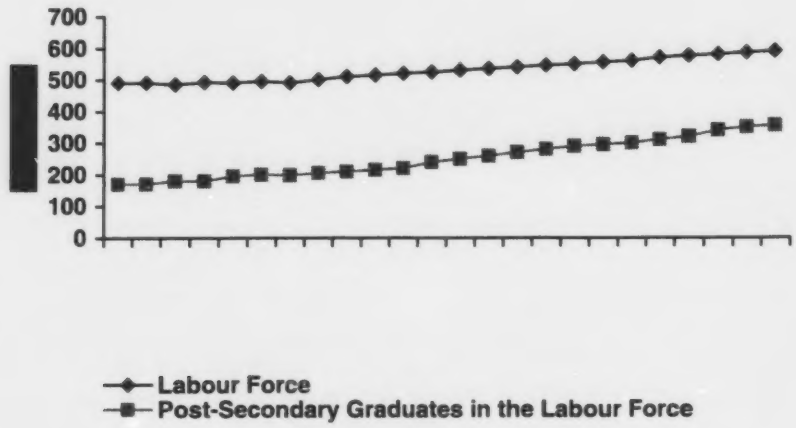
Figure 11: Education Indicators as Percent of the Population



(Source: Statistics Canada 1996 Census)

According to the October 2000 report *Projected Demand for Post-Secondary Graduates*, the growth in the proportion of labour force members in Saskatchewan with post-secondary education will lead to an average increase of 5,600 additional graduates per year in the labour force between 1999–2013. Figure 12 identifies the actual and projected labour force and post-secondary graduates in the labour force in the years 1990-2013. The report based the projections on the demand side of the labour force.

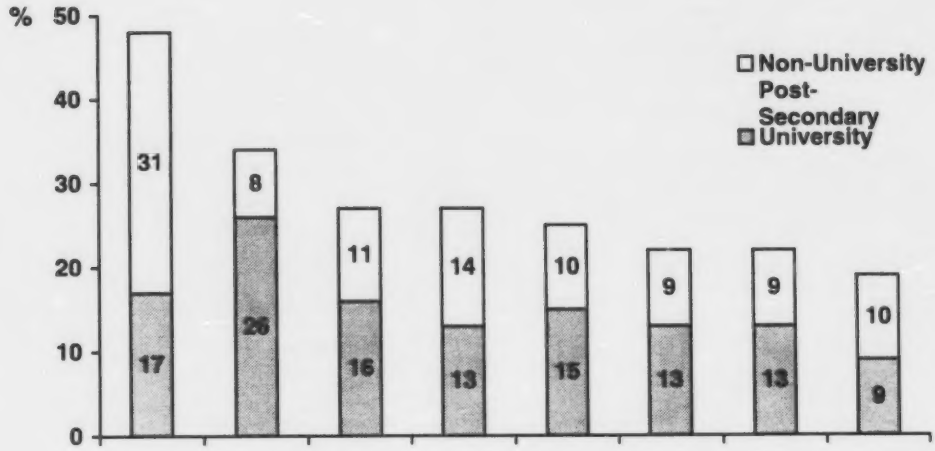
Figure 12: Labour Force and Post-Secondary Graduates in the Labour Force, Actual and Projected, Saskatchewan, 1990-2013



(Source: Saskatchewan Post-Secondary Education and Skills Training. Projected Demand for Post-Secondary Graduates in Saskatchewan. October 2000)

Figure 13, below, indicates the 1996 level of post-secondary education in selected Organization for Economic Co-operation and Development (OECD) countries. Canada is by far the leader in terms of combined post-secondary education levels (university and non-university) of all the countries in OECD. The United States, though, has a higher percentage post-secondary of those who have completed university education, at 26% compared to 17% in Canada.

Figure 13: Percentage of Population Aged 25-64 that has Completed Post-secondary Education [Selected OECD Countries 1996]



OECD Average, University and non-university post-secondary (23%)
OECD Average, University (13%)

(Source: Education at a Glance: OECD Indicators 1998, Table A1.1 - adapted)

2.2.3 Education Indicators for Aboriginal Population

As identified in Table 4, Statistics Canada, in Census 1996, indicated that 35% of the Aboriginal population in Saskatchewan had at least some post-secondary education, compared to 47% for the non-Aboriginal population. The majority of the Aboriginals in post-secondary education, in 1996, was involved in the social sciences and related fields of study.

Table 4: Aboriginal, Non-Aboriginal and Total Population, Aged 15 years and Over - Highest Level of Schooling, 1996

Level of Education	Aboriginal		Non-Aboriginal		Total	
	#	%	#	%	#	%
Less than Grade 12	37,965	59	284,420	42	322,390	43
Grade 12 graduation	4,170	6	75,390	11	79,555	11
Trades certificate/diploma	2,105	3	21,075	3	23,180	3
College/University certificate or diploma	10,045	15	158,330	23	168,375	23
University Degree	2,525	4	71,155	10	73,685	10

(Source: Statistics Canada, 1996 Census – adapted)

2.2.4 Post-Secondary Participation

Saskatchewan has a high post-secondary education participation rate, according to the PSEST *Environmental Scan 2000*, which states that total enrolments in credit programs at the universities and SIAST has remained stable over the past five years. Based on the enrollment figures of the past five years and projections of the percentage of students who would attend post-secondary education, the report predicts that 36,234 students are currently enrolled in full and part-time on-campus programs at the Universities of Regina and Saskatchewan, and SIAST.

An *Omnibus Poll* within Saskatchewan is conducted four times per year. The Saskatchewan Post-Secondary Education and Skills Training (PSEST) was part of the October 2000 *Omnibus* poll. Regarding the issue of *post-secondary education and training in Saskatchewan*, the poll reports that the population in Saskatchewan, in October 2000, rated the quality of Saskatchewan's training programs as *Excellent/Good* (50%). This has been consistent for the last number of quarterly polls.

The results of the *Omnibus Poll* survey of approximately one-thousand of Saskatchewan's population, lists the following five statements as barriers (with percentage rates) to obtaining post-secondary education:

- Tuition (30%)
- Uncertain Job Market (6%)
- Availability of courses (.8%)
- Living Cost (10%)
- Geographic Location (2.8%)

Eighteen percent of the population stated that there were no barriers to them obtaining a post-secondary education.

In the response to the question on the survey *If you were advising a young person today, would you recommend they choose technical education and skills training or a university education?*, 48% indicated that they would advise on technical education/skills training, with 29% advising on a university education.

2.2.5 Intention to Pursue Post-Secondary Education

The Council of Ministers of Education, Canada, in the 1999 Report on *Public Expectations of Post-Secondary Education in Canada*, identified the five key functions of post-secondary education as:

- Inspire and enable individuals to develop their capabilities to the highest potential levels throughout their lives
- Advance, preserve and disseminate knowledge and understanding
- Serve the learning and knowledge needs of an adaptable, sustainable, knowledge-based economy at local, regional, and national levels
- Foster the application of knowledge and understanding to the benefit of the economy and society
- To help shape a healthy, democratic, civil society

(Source: Council of Ministers of Education, Canada (CMEC) A Report on Public Expectations of Post-Secondary Education in Canada, February 1999, ISN 0-88987-118-3)

Statistics Canada, in the *Report on Adult Education and Training in Canada : Learning a Living*, reported on the results of a survey on adult education and training. The writers of that report state that approximately 28% of Canadians (more than 6 million people aged 18 and over) were enrolled in adult education and training activities in 1997. Three of every four who did so took the training for job-related purposes. The figure is slightly down from the 29% in 1991. Adult education and training includes all structured educational (credit and non-credit courses) and training activities taken at work, at school or at any other location for job-related or personal interest reasons. The survey focused on learners not attending regular school or university. Consequently, the population used for the survey did not include all regular full-time students, except those full-time students subsidized by employers; full-time students aged 20 and over who were enrolled in elementary or secondary school programs; and full-time students aged 25 and over enrolled in post-secondary programs. All other students in the 17-24 age range were excluded from the survey.

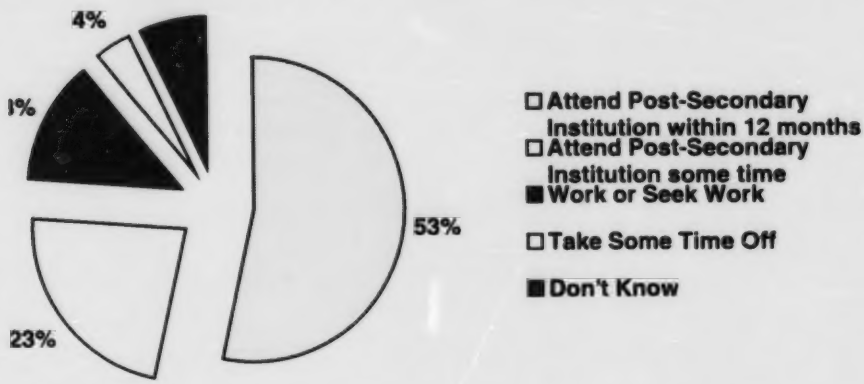
The report states that, in 1997, the majority of those who took training were from the employed population rather than the unemployed – 29% of employed workers and 20% of unemployed workers. The participation rate of those in the 55+ age categories was 20%, compared to more than 30% in all other age categories. In the age category 17 to 24, the participants spent an average of 451 hours on additional training.

(Source: Statistics Canada, Daily for 2001-05-10, http://www.statcan.ca./Daily/English/010510/d010510.pdf)

In 1999, the High School Consortium, consisting of post-secondary institutions (University of Regina, University of Saskatchewan, SIAST, and the Saskatchewan Regional Colleges), along with both levels of education in government, Saskatchewan Education and the Post-Secondary Education and Skills Training (PSEST), surveyed Grade 11 and 12 students in the province to determine their intentions upon completion of high school. Students in reserve schools were not surveyed since they operate within the Federal jurisdiction. The results of the survey are present in the *1999 High School Leaver Study* report. 19,396 grade 11 and 12 students responded to the survey.

Seventy-seven percent of students indicated that they were considering some form of post-secondary education, either within twelve months or at some time in the future. Figure 14 identifies the future plans of the students, at spring 1999.

Figure 14: Future Plans of Grades 11 and 12 Students in Saskatchewan, in 1999



(Source: High School Lever Consortium. 1999 Saskatchewan High School Leaver Study, 2000)

2.3 Labour Force

In the June 2001 *Monthly Statistical Review,* the Saskatchewan Bureau of Statistics, identifies the following employed labour force by industry as of May 19, 2001 (Table 5).

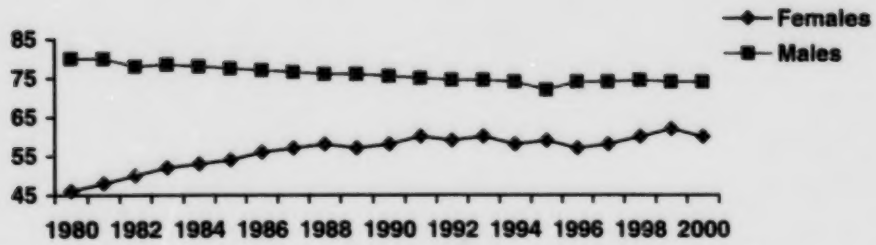
Table 5: Employed Labour Force by Industry 1999-2001

Industry	2001 ('000)	2000 ('000)	1999 ('000)
Agriculture	53.2	70.0	70.6
Manufacturing	31.5	29.7	28.3
Construction	23.6	24.1	22.7
Transportation, Communication and Other Utilities	30.2	32.6	28.3
Trade	71.6	79.3	75.7
Finance, Insurance and Real Estate	26.4	25.5	25.3
Service	192.9	193.6	191.2
Public Administration	28.4	26.1	26.6
Other Primary Industries	17.1	15.2	12.6
Total All Industries	**475.0**	**496.1**	**481.5**

(Source: Saskatchewan Bureau of Statistics. Monthly Statistical Review, May 2001, Volume 27, No.5)

The *Overview of the Saskatchewan Economy and Labour Market* report indicates that the Saskatchewan labour market consists of adults (15 years of age and older) who are in the labour force, either employed or unemployed. Participants in the labour force in 2000 amounted to 511,700, which is a participation rate of 67%. This is 1% higher than the national average. According to the report, the male gender participation rate in Saskatchewan's labour force is still higher than the female rate – 74% to 60% in 2000 (Figure 15). It is interesting to note though that in 1980 men constituted 63% of the labour force but that in 2000 males are now 55% of the labour force.

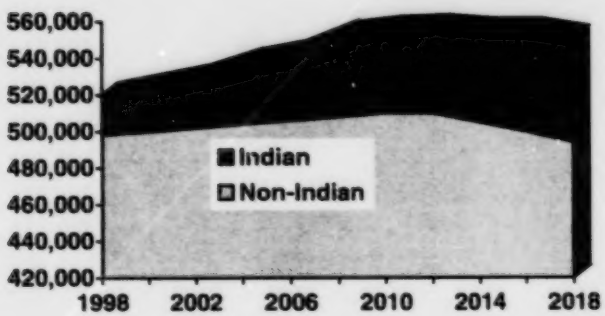
Figure 15: Saskatchewan's Labour Force Participation Rates, Ages 15 and over, By Gender, 1980 – 2000



(Source: Statistics Canada, 2000 Labour Force Survey)

The Saskatchewan Chamber of Commerce, *Action Saskatchewan : A Blueprint for 2005 – It's All About Growth,* reports that, with Saskatchewan's traditionally having the lowest unemployment rates in the nation, competition or choices for employers wanting to increase their staff complements is limited. The report points out that, based on current data, the existing work force in the province will peak in 2008 and then start to decline rapidly as the aging work force heads into retirement. On the other hand, as recorded earlier in the SUTNA report, the First Nations population is growing and will peak at approximately 2010 (Figure 16). The First Nations population, according to the *Action Saskatchewan* report will be the work force of the future in Saskatchewan. This target group, however, is not currently finding its way into the world of work at the same pace as other segments. This, according to *Action Saskatchewan,* represents lost productivity for the province, particularly at a time when labour shortages are increasingly common.

Figure 16: Saskatchewan's Labour Supply 1998 - 2018



(Source: Saskatchewan Chamber of Commerce, Action Saskatchewan : A Blueprint for 2005 – It's All About Growth, May 2001)

2.4 Economic Highlights

The *Economic Review 2000,* highlights economic indicators for Saskatchewan for the years 1992-1999. The economic indicators, in Table 6, suggest that the combination of strong global demand and rising world oil prices has significantly improved Saskatchewan's economy in 2000. On the international front, in 2000, exports originating in Saskatchewan increased by 31.2% over the previous year. Imports increased by 5.7%. The report highlighted *mining (potash, crude oil and natural gas) and manufacturing shipments and retail sales* as major industries for Saskatchewan. Despite the doom and gloom heard about *agriculture,* the *Economic Review* reports that total farm cash receipts increased by 3.9% in the first six months of 1999. There were also significant increases in cash receipts from hog marketing and poultry sales.

The report also highlights the employment increases that can be attributed to the creation of just under 5,000 new jobs in the province in 2000. Saskatchewan's inflation averaged at 2.4%, an increase from the 1.7% in 1999. Canada's average inflation was slightly less, at 2.6.

Table 6: Saskatchewan's Economic Indicators 1998 and 1999

Indicators	1998	1999
▪ Personal Income – wages, salaries, supplementary labour income, net income from farm production, and other	$21,590,000	$22,314,000
▪ Population and Labour Force ▪ Population ▪ Labour force	 1,024.900 505,000	 1,025,700 511,000
▪ Consumer Price Index (Annual % change) ▪ Saskatchewan ▪ Canada	 1.4% 0.9%	 1.7% 1.7%
▪ Saskatchewan Real GDP ▪ Saskatchewan Real GDP per capita ▪ Ratio of Saskatchewan/Canada Real GDP per capita	$26,243,000 $25,605,000 0.92	$26,701,000 $26,031,000 0.90
▪ Value of Mineral Sales ($millions)	$4,806,000	$6,431,000
▪ Private and Public Investment	$6,364,000	$6,480,000
▪ Other- manufacturing shipments, retail trade, housing starts, electric power generated	$33,430,000	$34,455,000

(Source: Saskatchewan Bureau of Statistics . Economic Review 2000 - adapted)

2.4.1 Economic Growth

The *Conference Board of Canada Executive Summary – Spring 2001,* predicts that real output in Saskatchewan's goods-producing sector will grow by 2.9% in the year 2001, which is 1% higher than the national average. The neighboring province of Alberta leads all provinces in growth. Saskatchewan's growth can be attributed to the mining sector that is growing at a rate of 5.4% in 2001.

The Board reports that Saskatchewan's labour market looks bleak for 2001. Total employment is forecast to decline by 0.5%, mainly due to the decline in employment in the construction industry. This decline will impact retail sales as well.

The *Overview to the Saskatchewan Economy and Labour Market Report, May 2001,* states that, with the investment in research and development, Saskatchewan has been benefiting from the new knowledge-based economy. With research parks in Saskatoon and Regina and the growing number of new economy companies ranging from information technology to aerospace, Saskatchewan can expand its economic base.

2.4.2 Small Business

According to the *Overview,* small business remains one of the strong forces in the provincial economy. Table 7 shows the number of small businesses in the province in 1999. Businesses with less than 20 employees made up 90% of the total businesses in the province in 1999. In Canada this figure was 88% of all businesses.

Table 7: Saskatchewan's Small Businesses in 1999

Size of Business	# of Businesses[1]	Employment[2] (000's)	Payroll[2] ($000,00)
Businesses with <20 employees	36,900	99.5	2,227
Businesses with <5 employees	24,876	44.1	1,006
Businesses with 5 to 29 employees	12,024	55.4	1,221
Total – all businesses	**40,802**	**369.1**	**10,443**

(Source: Statistics Canada, Business Register (1999)[1] and Employment Dynamics[2] - adapted)

2.4.2 Employment Demand Growth

The *Saskatchewan Employment Demand (SED) Forecast 2000* key findings project changes in the economy of the province in the 1999-2004 five-year period. The report was a collaboration of the Saskatchewan Post-Secondary Education and Skills Training (PSEST) and Human Resources Development Canada (HRDC), in partnership with Saskatchewan Economic and Co-operative Development, Saskatchewan Labour. The following are the key findings of the forecast:

- Over 66,000 total job opportunities are projected, with an annual average growth rate of 0.9%. Economic activity is projected to account for one-third of total job opportunities, while attrition is expected to account for two-thirds
- Total industry employment demand is projected to increase by more than 22,000 individuals or 5% over the forecast period. Most of the gains will occur in the Oil and Natural Gas, Health, Business and Transportation industries
- Almost 60% of all job opportunities over the next five years will require management skills or at least some post-secondary education
- Job opportunities in occupations requiring a high school diploma or less are still abundant, but occupations requiring post-secondary education are growing
- Almost 75% of all job opportunities are projected to be in the service sector of the economy, primarily in the Business, Health, Education, and Sales and Trades occupations
- More than three-quarters of job opportunities in Social Sciences, Education, and Government; and Art, Culture and Sport occupations are projected to arise through attrition
- The fastest growing occupations are expected in Natural and Applied Sciences; Processing, Manufacturing and Utilities; and Health at an annual average growth of 2.6%, 2.6% and 2.2% respectively

The *Saskatchewan Employment Demand (SED) Forecast 2000*, projects the following job openings by skill level in the province to 2004, as identified in Figure 17.

Figure 17: Projected Job Openings by Skill Level in Saskatchewan 1999-2004

Man. = Management; Prof. = Professional; Tech. = Technical, Paraprofessional & Skilled Int .– Intermediate; Lab. = Labouring & Elemental

(Source: Saskatchewan Employment Demand (SED) Forecast 2000, January 2001 - adapted)

2.5 News Highlights in Saskatchewan

2.5.1 Saskatchewan Wages

Joanne Paulson, Saskatchewan News Network, reported in the Times Herald that the average annual earnings in 2000 for Saskatchewan workers was $24,059, an increase of 3.5% from the previous year. The Maritime provinces (New Brunswick, Newfoundland and Prince Edward Island) lagged behind Saskatchewan. Workers in Ontario, British Columbia and Alberta were the highest paid in the country.

Paulson reports that Statistics Canada determines the annual earnings by calculating the wages per hour, the average hours worked per week, and the average weeks per year. A University of Saskatchewan professor, stresses some things to consider when looking at wages:

- In Saskatchewan people generally work three weeks less a year than in Ontario and this is significant because the average annual earnings are then reduced
- There is a higher number of seasonal lay-offs in the province than elsewhere
- The types of jobs available in the province and the standard wages they pay
- The unionization levels
- The cost of living
- The low unemployment rates, which affect pay levels

(Source: Saskatchewan News Network Saskatchewan Wages Compared to Other Provinces' Numbers, Moose Jaw Times Herald, Joanne Paulson, December 20, 2000)

2.5.2 Saskatchewan – Flat But Not Boring

Kevin O'Connor, Saskatchewan News Network, in his article *Saskatchewan - Flat But Far From Boring*, highlighted futurist Roger Sauvé's main trends that will shape Saskatchewan. Sauvé makes extensive use of Statistics Canada data on Saskatchewan to support his report *Saskatchewan People : Trends and Projections*, in identifying 66 trends that will shape Saskatchewan for the next 15 years. The top five major trends are:

- Mining is Saskatchewan's biggest industry, not agriculture. The mining industry, which includes the red hot oil and gas sector, now accounts for about 13% of the economic activity in the province. The runners up are: real estate and insurance, transportation, communication, wholesale trade, government service, retail trade, and then farming
- Saskatchewan businesses are making record profits, and exports are soaring. Corporate profits were $3.9 billion in 1999. This means more investment and jobs in the province, according to Sauvé. Looming on the horizon is a shortage of workers – demographically driven and not cyclically driven, Sauvé states
- Government spending, as a percentage of the GDP, has dropped significantly to about 45%, compared to 88% in 1988
- Impressive job growth in a number of industry sectors, but these have tended to be localized, with the grown in the north and north west, around Lloydminster
- Saskatchewan males are working longer hours and past the age of 65. The work habits of farmers may explain this status. In 1999, 21% of males in the province over 65 were working, compared to 3% in Newfoundland

(Source: Saskatchewan News Network, Saskatchewan – Flat But Far From Boring, The Star Phoenix, Kevin O'Connor, March 31, 2001)

2.5.3 Saskatchewan's Fastest Growing Companies

In the *Saskatchewan Business Magazine*, February 2001, editor Keith Moen, highlights the ten fastest growing companies in Saskatchewan. The criteria for making these assumptions is to look at the growth of the company's revenue over the past three years and then apply the numbers to a relatively simple formula provided to determine the percentage of growth. The judgment is not based upon comparing one company to another.

The ten companies are:

- Jump.ca Wireless Supply Corporation, Regina
- Terminal Systems International Inc., Regina
- Tappit Resources Ltd., Regina
- Kocsis Transport Ltd., Saskatoon
- QCC Technologies Inc., Saskatoon
- Titan Transport Ltd., Saskatoon
- Stonefield Systems Group Inc., Regina
- IMI Brokerage Company Ltd., Duck Lake
- ETEC, Saskatoon
- Paradigm Consulting Group Inc. Regina

(Source: Saskatchewan Business Magazine, Saskatchewan's Fastest Growing Companies, Keiith Moen, February 2001, p25)

2.5.4 Exodus of Saskatchewan's Youth

The results of a Canada West Foundation survey of 3,256 people in Western Canada (813 from Saskatchewan) indicate that four in every ten persons in Saskatchewan, age 18 to 24, plan to move from Saskatchewan within the next five years. Murray Lyons, The Star Phoenix, highlights the Canada West Foundation survey results. The Saskatchewan exodus figure is double the percentage for the West as a whole. Lyons reports that the fear of the province losing its educated graduates dominated discussions at a think tank in Saskatoon in December 2000. One delegate at the meeting, according to Lyons, recommended that the residents of the province need to have a mindset shift and focus on wealth creation, rather than job creation.

(Source: The Star Phoenix, Province May Soon See Exodus of Young People, Survey Finds". Murray Lyons, May 9, 2001)

3.0 SUMMARIES OF RELEVANT STUDIES AND REPORTS

3.1 Overview of Sector Partnership Reports

The *Sector Partnership Program*, an initiative of Job Start/Future Skills, is to plan and develop human resource strategies to address industry skill shortages in the province. The Sector Partnership program provides financial assistance to industry sectors in order to improve the province's ability to compete in external markets. Funding is provided by the province's Department of Post-Secondary Education and Skills Training (PSEST) to implement partnerships with trainers and communities for human resource planning and development of training approaches to meet industry skilled employment needs.

The following list identifies the twenty-five sector partnership groups established in the province. Those groups identified with an asterisk (*) were reviewed in the SUTNA Report 2000. Eight reviews were completed in 2000-2001 and these are bolded below. The 2000-21 reviews are summarized in this section.

- Agriforestry
- Apparel and Textiles Association of Saskatchewan (ATAS)*
- Aviation*
- **Beauty Culture**
- Cattle Feeders Association
- Commercial Fishing
- Environmental and Water Resources
- Saskatchewan Export Manufacturing*
- Floriculture*
- Forestry Sector*
- Information Technology
- **Mechanical Contractors**
- Prairie Implement Manufacturer's Association (PIMA)*
- **Saskatchewan Association of Health Organizations (SAHO)**
- **Saskatchewan Construction Association (SCA)**
- Saskatchewan Culture*
- Saskatchewan Fire Safety Service (UofR)*
- **Saskatchewan Food Processor Association**
- **Saskatchewan Home Builders Association**
- **Saskatchewan Home Builders Association (Phase 2)**
- Saskatchewan Motion Picture Association (SMPIA)
- **Saskatchewan Outfitters Association (SOA)**
- Saskatchewan Sound Recording Industry Association (SRIA)*
- Saskatchewan Tourism Education Council (STEC)*
- Trucking Sector*

3.1.1 Food Processing

Food processing in Saskatchewan is primarily comprised of the processing of meat, bakery products, and prepared/specialty foods.

Workforce Profile

Half of the food processing companies (54%) in the province are small, rural-based businesses. Eighty-one percent of companies have less than 20 employees each, while the remaining 19% have in excess of 20 employees each. Labourers, machine operators, butchers, bakers, sales representatives, and administration managers are the largest occupations in the industry. The workforce in this sector is young, at 76% between the ages of 35-54 years of age, well educated and more culturally diverse than the provincial norm. Six percent of employees in the food processing industry are of Aboriginal origin, while the provincial employment rate for Aboriginals overall is 4%. Women and persons with disabilities in the industry are under-represented. Employment in the industry is stable, with an overall turnover rate of 16% annually.

Trends Related to the Industry that Affect Companies

- Many of the food processing companies are small and located in rural settings, and employers find it difficult to both attract workers and offer wages that are competitive with the larger companies
- Employers in the larger companies indicate that a good work ethic, the required high levels of education and training required to operate the highly technical machinery, are necessary for employment in the industry
- Employers in the larger companies attribute the high retention of employees to good wages, light manual labour, shift flexibility and employee loyalty
- The impact of information technology (computers, automation, the Internet) will affect the industry in the next five years
- Over one thousand, nine hundred (1900+) employees work in the industry. Thirty-seven percent are in the meat area, 16% in bakery products and 13% in prepared/specialty foods
- As companies become more automated, there may be reductions in the number of employees
- Nineteen percent of food processors export their products, which amounts to 52% of their total revenue
- Fifty-four percent generate 100% of their business in Saskatchewan
- Seventy-five percent of companies want more info on the Food Processing Sector Partnership

Demand Occupations

Growth in the next five years will be with machine operators and related workers, at (36%), butchers (32%) and bakers (11%). Other areas of growth are supervisors, labourers in processing, and sales representatives

New Training Needs

Companies identified the following specific technical training needs within the industry:

- Hazard analysis and critical control points (HACCP)
- ISO 9000 quality assurance (especially among owners/managers)
- Food handlers safety
- Statistical process control
- Good manufacturing practices
- Computer literacy

Training Issues

The employers rank the employability skills of their employees as quite high and they prefer in-house training as the best method of enhancing the skills of their employees. Fifty-five percent of companies have, within the past three years, provided training or upgrading skills for their employees. Larger companies have the financial resources to provide in-house training. Smaller companies indicate that they are unable to find the time, financial resources, attend training or send employees to school for additional training. Companies indicate that the greatest barriers to training include the cost of taking people off the job (48%); cost of living expenses to employees while not working (48%), and the lack of time to do additional training (46%).

Implications for SIAST

SIAST should promote the processing training currently available in the province. SIAST offers applied certificates or certificates in three processing programs - Meat Processing (18 weeks); Institutional Meat Cutting (16 weeks); and Retail Meat Cutting (22 weeks). These programs cover food safety and sanitation as well as emergency and First Aid/CPR, in addition to the specific skills of the career.

There are many Work-Based training courses offered by SIAST that support the mainly small companies (81% with less than 20 employees) in the industry. These companies indicate that they are financially unable to send employees away for additional training and hire staff to replace them. SIAST to investigate offering training through distance education.

According to the report, there is a need for bakery training in Saskatchewan, in addition to that included in the Hotel and Restaurant Administration and the Food and Nutrition programs. SIAST can investigate the need for certified baker training.

3.1.2 Beauty Culture

The beauty industry in Saskatchewan is primarily comprised of service and retail shops.

Workforce Profile

The beauty industry is undergoing many changes with the identification of new emerging occupations, such as massage therapists, estheticians, nail technicians, electrologists and make-up artists. As well, client expectations are changing as the baby boom generation ages and continues to prosper, and the services of the beauty industry are more in demand.

Ninety-two percent of businesses surveyed indicate that they employ fewer than ten persons. Fifty-eight per cent of the businesses report the size of their trading areas to each cover less than 10,000 people. Seventy-four percent of full-time employees are between the ages of 25 and 54 years, with 35% in the age range 25-34 years. This is higher than the recorded provincial labour force average age of 52% within the ages of 25 and 54 years. The percentage of employees in the industry, in the 55+ age range, is at 5%.

Ninety-six percent of permanent employees have a trade certificate or higher level of education. Eighty-eight percent of the workforce is female. Aboriginals (at 2.6%) and visible minorities (at 1.6%) employees are below the provincial average of 4% and 3% respectively. The industry is stable, with 78% indicating that the employee turnover rate is not a problem. The predominant services provided are barber/stylists, cosmetologists and estheticians.

Trends Related to the Industry that Affect Companies

- Companies indicate the following three difficulties are prominent when recruiting new employees – lack of work ethic; lack of experience; and the inability to offer competitive wages to new employees
- Starting wages in the industry are often within the minimum wage levels, though the trend is for wages to increase once experience is gained and clienteles are developed
- Eighty-nine percent of businesses in this sector do not belong to an industry association
- Sixty-seven percent indicate that they would participate in a Saskatchewan Beauty Industry Association

Skill Deficiencies in Current Employees

Employers indicate that employees often lack some of the skills required to be successful in the industry. The three major skills where training needs to be improved are:

Coloring *Cutting* *Customer relations and communication skills*

Demand Occupations

- The major occupations in the industry are owners/managers, cosmetologist journeypersons and cosmetologist apprentices
- Emerging occupations in the industry include massage therapists, estheticians, manicurists and pedicurists
- Full-time occupations are expected to increase overall, by 7%, within the next five years, and particularly in the areas of cosmetologist journeypersons and estheticians

Training Issues

Employers consider the formal entry-level training as the most important form of training in the industry. Upgrading training is considered the second most important form of training, though difficulties are experienced in achieving the additional training because of the cost of the training and the study books, accessibility, and the lack of time to take the training. Employers report that current employees need upgrading and updating courses which include product knowledge, perms, color, cutting, new techniques, new trends and new styles. The majority of businesses in the industry think technology will have an impact on their business within the next five years. Sixty-seven percent of the businesses surveyed indicate that they would participate in an industry association.

The Beauty Industry Sector Partnership recommends that:

- A Saskatchewan beauty industry association be formed
- Esthetics, electrolysis, nail technology and make-up artistry be designated as trades or sub trades under The Apprenticeship and Trade Certification Act
- Industry, SIAST, and other training providers should partner to develop a process to review training, training needs and expectations
- Industry needs to work with the Department of Post-Secondary Education and Skills Training, SIAST and other training providers to ensure minimum qualification levels for the Cosmetology and Barber/Stylist instructors

Implications for SIAST

A SIAST representative is a member of the Sector Partnership Committee for the industry. Both the Barber Stylist and Cosmetologist programs at SIAST are apprentice able trades where completion of the training is a requirement before one enters the workforce as a trainee journeyperson. The designation of trades for certain services within the industry could be discussed with The Apprenticeship and Trade Certification Commission. SIAST offers a cost recovery program in Esthetics from Woodland Campus. The full-time training related employment trend of the graduates from the Cosmetologist program has dropped from 100% in 1997-98 to 60% in 1999-2000. Sixty percent of the graduates in 1999-2000 are employed full-time, with 30% part-time, and 10% self-employed.

3.1.3 Plumbing and Pipefitting

Workforce Profile

Seventy-two percent of employment in this sector occurs within the construction industry, with manufacturing, mining and government and service industries employing the remaining 28%. Within the Saskatchewan construction and contracting industry segment, approximately 450 contractors service residential, commercial, industrial and institutional markets. The range of services in the industry includes plumbing and heating, gas, electrical, refrigeration, instrumentation, sheet metal and welding services. The total number of workers employed by a core of active contractor companies is estimated at close to 4000. Eighty-eight percent of companies are small businesses employing between one and nine workers. The plumbing and pipefitting trades have realized a 50% increase in the number of apprentices over the last five years, compared to 56% for all trades in the province.

Twenty-five percent of the companies in the plumbing occupation employ Aboriginals, 8% employ females, and 6% employ persons with disabilities. Within the pipefitting occupation, 19% of the companies employ Aboriginals, 8% employ females, and 6% employ persons with disabilities.

In excess of 66% entered the industry from a working background. Most have Grade 11 or 12. Many of the employees indicate that they entered the trade because jobs were available and potential for future advancement was promising.

Some larger companies have human resource plans in place for their employees.

Trends Related to the Industry that Affect Companies

- Employees in this industry are typically older than the provincial workforce in general
- Half of the companies in the industry work in new construction and a further one-third work in the service and repair areas
- Fifty percent service residential markets, while 35% service commercial markets
- Many employees indicate that the long hours and being on-call as barriers to working in the field

Demand Occupations

- Employment levels in the industry are expected to increase by an average of 44%
- Journeyperson plumbers are expected to increase by 132 positions (37%), with apprentice plumbers by 80 positions (31%)
- Journeyperson pipe fitters are expected to increase by 121 positions (64%), with apprentice pipe fitters by 87 positions (97%)

The Sector Committee indicates it is difficult to ascertain whether these are new or replacement positions and cautions the readers that the figures appear to be optimistic, since economic development activity in the province does not warrant this level of growth.

New Training Needs

Both employers and employees concur that several areas require either updating or inclusion in the overall training for this industry:

- Incorporate areas of technical specialization into the training system
- Prepare for changing technology, new materials and products
- Improve funding systems
- Implement more effective entry and recruiting practices and better human resource planning
- Deliver training to diverse geographical locations
- Address customer service and public relations issues
- Address the emerging needs of the service industry

Training Issues

Slightly more than 60% of employers and employees indicate that they are generally satisfied with the Saskatchewan apprenticeship and training system. The major suggestion for improvements is the need to update training systems. The training content is perceived to be out-of-date and the delivery in many cases is hampered by the inability of instructors to maintain current levels of knowledge demanded by industry. Sixty-three percent of employees indicate that their employer's offer upgrading and training, however, only 25% have actually taken any additional training. Most employees want to expand their skills for future career development, particularly in the computers, pipefitting and electrical areas. Many employers indicate that better recruitment methods and promotion of the trade are necessary.

The Sector Partnership Committee made a number of recommendations dealing with:

- Apprenticeship training
- Establishment of Aboriginal partnerships
- Development of entry strategies
- Human Resource Development Issues
- Post Journeyman Training

Both the Mechanical Contractors Association of Saskatchewan and the Saskatchewan Provincial Pipe Trades Association could play a role in examining the recommendations.

Implications for SIAST

There is considerable potential for SIAST to assist employers with the benefits of human resource planning for employees and how this can contribute to the effectiveness of business performance.

Employers indicate that currently there is limited contact with other companies in the occupation to develop partnership arrangements where companies might assist each other in creatively seeking solutions to common issues. The Sector Partnership Committee might be an avenue for connecting companies in the industry.
SIAST could deliver pre-trade training if approved by the Trade Advisory Board.

3.1.4 Saskatchewan Outfitters

Saskatchewan outfitting is a sub-sector of the Saskatchewan Tourism Industry. The outfitters sector draws the largest amount of export dollars into the province. The majority of clients to Saskatchewan come from the United States and Europe.

Workforce Profile

The sector consists primarily of small owner-operated businesses, which are responsible for providing equipment, tour guides, and accommodations for hunters, anglers and people wishing touring experiences in the province. There are approximately 550 registered outfitters in the province and the annual direct income from this industry is approximately $80 million.

Currently the Aboriginal population in the industry is estimated to be between 5-10%. This participation is expected to increase significantly in the near future.

Trends Related to the Industry that Affect Companies

- The regulatory environment does not recognize or encourage the quality of the outfitting experience. Some initiatives to address the situation have been undertaken, such as discussions around separating the wildlife management component from the business component
- Saskatchewan Outfitters Association to become more involved in the establishment of standards and accreditation of the industry and participate in the administration of outfitter licensing

New Training Needs

Currently no training is required for entry into the industry and consequently no specific training programs exist. Training requirements will be dependent on the type of licenses that will eventually be required for the industry.

The Saskatchewan Outfitters Association prepared the following strategies to assist in the development of training and delivery:

- Access the Prior Learning Assessment and Recognition (PLAR) process at SIAST in order to facilitate credentialing for employees
- Establish a licensing commission to determine the various criteria for training requirements
- Continually review established training needs for the industry
- Provide mentoring and joint venture processes to encourage more participation of the Aboriginal population
- Strengthen and enhance industry partnerships that foster long term human resource planning and the delivery of accessible training to meet the needs of the outfitting industry.

Training Issues

Using the model developed by the Tourism Standards Consortium, which is a national initiative of the Canadian Tourism Human Resource Council, the Saskatchewan Outfitters Association developed the following set of eight professional standards that are required for the outfitting industry:

- Professionalism
- Business Planning
- Financial Management
- Legislation and Regulations for the Industry
- Marketing
- Operations Management
- Human Resource Management
- Public Relations

The standards have been defined, validated and ratified by those in the industry.

The Saskatchewan Outfitters Association, in consultation with those in the industry, identified possible types of licenses and training strategies for those working in the outfitters field. The strategies and delivery must:

- Recognize the geographic limitations of Saskatchewan
- Actively pursue activities that encourage participation of the Aboriginal population
- Establish a licensing commission which will determine the various criteria for training requirements to be met prior to receiving a license to work in the industry
- Continually upgrade the curriculum to meet the changing rules and regulations for the industry
- Provide workshops and industry publications to upgrade those working in the field
- Develop a modular self-study approach to the curriculum
- Begin the collaboration with the Saskatchewan Tourism Education Council, the Regional Colleges, SIAST, Dumont Technical Institute, and the Saskatchewan Indian Institute of Technologies, to provide the expertise in developing and facilitating remote training delivery and special needs associations

Implications for SIAST

SIAST, along with the Saskatchewan Outfitters Association, the Department of Post-Secondary Education and Skills Training, and the Outfitters Standards and Licensing Committee, could be a member of the partnership to oversee the outfitters industry.

SIAST to be a member of the education component of the Commission to ensure the training meets certification requirement.

SIAST has worked with the industry, has used and will continue to use the Prior Learning Assessment and Recognition (PLAR) process to certify those working in the industry. SIAST offers the Tourism Management diploma program that prepares graduates to work in a number of management and/or administrative positions in the industry.

3.1.5 Residential Construction – Phase 1

The residential construction industry in Saskatchewan generates significant employment and investment opportunities. The industry is divided in two sections – *building and trades.*

The urban centers are expanding, at the expense of the rural communities, and this growth requires a highly qualified residential construction industry that is capable of meeting the stringent and ever-changing building code requirements for new residential buildings. There are two phases to the Residential Construction report. Phase 1 examined the sector and developed a strategy dealing with the specific training for the residential construction area that will eventually lead to provincial apprenticeship certification. Phase 2 developed occupational profiles for the jobs in the residential construction sector.

Workforce Profile

Residential construction represents almost 50% of the total value of construction in the province. Occupations have become very specialized, and job descriptions are quite narrow.

The average age of the skilled workers in the industry is approaching retirement age and the sector is not actively engaged in the process of replacing the skilled workers with younger people. The industry continually experiences a high turnover of workers, primarily in the lower skills requirement areas where employment is not permanent.

Recruiting skilled employees is more of a problem for trade companies than for the building sector. The trades have problems recruiting general labourers, cabinet installers, sheet metal workers and sales persons. The building sector has problems recruiting carpenters and general labourers.

Trends Related to the Industry that Affect Companies

- Thirty-three percent of employers indicate that the current apprenticeship system is not working. They identify that class material is not updated and there are not enough classes available
- Jobs are available with little or no formal training
- Poor image of the industry
- The underground economy
- Residential heating and ventilation systems are not always being installed correctly

The existing apprenticeship and provincial training programs for the construction trades are comprehensive and devote significant sections of the training to commercial construction. There are few programs available for specialty and general work in the low-rate residential construction sector.

Demand Occupations

- Employers indicate a current shortage of skilled workers in the residential construction industry, mainly in the carpentry trades
- More than 50% anticipate a shortage of skilled workers, mainly in the carpentry trades, within the next two to five years

New Training Needs

Ninety-one companies (52 builders and 39 trades) were surveyed regarding the current and future needs of the industry.

Employers in the industry indicate that changes in the following issues will affect their future training needs:

- Changes in codes and standards
- Health and safety regulations
- New technology
- Revival of a provincial apprenticeship program for painters
- Residential framer program under development by The Apprenticeship and Trade Certification Commission
- Training and certification required for residential heating and ventilation systems

The employers recommend:

- More on-the-job training in locations more accessible to employees
- Provide accreditation for on-the-job training
- Pay higher wages to those who have taken formal training
- Provide pre-employment training
- Develop job coaching and mentoring programs with a combination of classroom and work place training

Training Issues

Training, both internally and externally, is seen as very important to employers.

- The majority of employers provide in-house training that consists primarily of job-related technical skills. With new technology, the technical training is ongoing
- Approximately 50% of employers provide external training for the employees which consists primarily of product supplier courses directed at production occupations
- Most employers prefer in-house training because the external training is not applicable to their specific needs
- Eighty-five percent of employers do not anticipate needing courses in cultural sensitivity or race-relations since they hire whomever can do the work, regardless of nationality
- Fifty percent of employers indicate that technical and safety training for subcontractors as important

The residential construction sector has developed a strategy to develop training specifically for the residential construction area that will eventually lead to provincial apprenticeship certification. Currently there is no recognition for on-the-job training in the residential construction area.

Implications for SIAST

SIAST has developed pre-trade training in the carpentry areas, including - cabinet making, framing, steel studding and drywall. SIAST has also supported Work-Based training, funded by Job Start/Future Skills.

SIAST can work with the Residential Construction Sector Partnership and the Apprenticeship and Trade Certification Commission to review the implementation of the strategy for this industry.

3.1.6 Residential Construction – Phase 2

Occupational Profiles

Residential occupation analyses had last been developed in 1979 and at that time for only 14 occupations in the industry. The goal of the occupational profiles is to ensure that all those who are employed in the residential construction industry have the opportunity to work towards a designation within the provincial apprenticeship system. Profiles were viewed as essential to ensuring a skilled workforce in the industry.

The objectives of the occupational profiles review were to:

- Identify occupations in the residential construction industry in Saskatchewan
- Develop validated occupational profiles for each job
- Group job functions into existing or potential occupations
- Develop a validated description of each occupation in terms of the following:
  - Primary tasks
  - Working conditions – outdoor/indoor, seasonal/full-time, hours of work, etc.
  - Abilities, skills and knowledge
  - Education and training requirements
  - Employment and advancement
  - Salary levels

Occupational profiles were developed for the following residential occupations:

- New home builder
- Residential renovation contractor
- Residential construction manager
- Designer/draftsperson
- Construction cost estimator
- Human resources manager
- Accountant/finance manager
- Accounting technician
- Sales and marketing manager
- Sales representative
- Customer service manager
- Construction service/repair technician
- Site supervisor/superintendent
- Site assistant
- Construction excavator
- Concrete finisher
- Residential framer
- Residential roofer
- Residential electrician
- Residential plumber
- Residential HVAC Technologist
- Residential gas fitter
- Residential insulation installer
- Drywall installer and finisher
- Residential painter/decorator
- Exterior finisher
- Stucco applicator
- Residential bricklayer
- Interior finisher
- Floor covering installer
- Tile setter
- Landscaper

Recognition of cabinetmaking as a trade in the province is underway, therefore the profile for cabinetmaker/installer was not developed.

Future Plans

At the onset of the examination of the industry, the sector partnership committee identified nine tasks that would move the process through to a career development strategy for residential construction.

Task	Stage
▪ Identify all the activity-related jobs in the residential construction industry, and group into occupations	Completed
▪ Develop a market description of each of the occupations	Completed
▪ Compile an occupational analysis for each occupation	
▪ Develop curricula for apprenticeship certification training and for updating	Completed
▪ Develop training programs for apprenticeship certification and for updating	Process started
▪ Apply Prior Learning Assessment and Recognition (PLAR)	
▪ Develop a tracking system for apprenticeship certification and updating	
▪ Identify support for providing training	
▪ Develop a communication strategy	Process started

Implications for SIAST

The development of occupational profiles will assist SIAST and The Apprenticeship and Trade Certification Commission in ensuring that the curricula of programs in the residential construction sector are appropriate.

3.1.7 Saskatchewan Association of Health Organizations

The sector is one of the largest and most diverse employer groups in the province. Funding for the health services are almost entirely covered from the public purse. Efective human resource planning and training will be crucial in the years to come.

Workforce Profile

The labour force in the health sector is approximately 40,000. There are 702 firms or institutions employing health care workers. Twenty-three health service professionals in the sector are regulated by legislation. There are also more than sixty distinct occupations in this industry. Seventy-one percent of full-time equivalent employees are employed by the health districts, with 36% working in acute care centers.
There is a lack of understanding about the role the unions play when it comes to recruitment, seniority and collective agreements. Employees indicate that it is difficult to gain seniority because of the number of casual and part-time positions in the health sector.

Recruitment and retention of employees is a provincial-wide issue but is a real barrier for the northern and rural health districts.

There are serious and growing shortages in a number of occupations. Competition both nationally and internationally is a major factor. A large number of nurses will be retiring over the next ten years and the ability to replace these nurses will be a challenge, particularly in the rural districts.

Trends Related to the Industry that Affect Companies

- Course content or pre-requisites in some programs may not be relevant to the occupations. Also some math and science skills are weak
- Saskatchewan does not train occupational therapists, public health inspectors, sonographers or speech therapists
- Licensed Practical Nursing program not delivered in Saskatoon, where there is a need

Demand Occupations

- There are a number of occupational groups where training is needed. These include *Home Care/Special Care Aides; Physical and Occupational Therapists, Licensed Practical Nurses, and Nurses*
- The northern and rural communities indicate a need for trained medical diagnostic technicians
- With the aging population, there is a need for advanced practical nurses who will specialize in gerontology for levels III and IV long term care
- With the automation of patient records, there will be an increased need for Health Information Services technicians

New Training Needs

- Need for more technology-based training, more distance education
- More training required in cross cultural and cultural sensitivity issues
- Educators are examining innovative approaches related to the delivery of health programs
- Employees want better access (close to home communities) to update their education and training. Certain components of the updating could be delivered through distance education

Training Issues

Some in the health sector believe that the training and education currently available is not meeting the needs of the sector.

Implications for SIAST

In addition to the licensed practical nursing programs offered at the SIAST Wascana and Woodland campuses, there are seven programs offered in the province at Regional Colleges and Dumont Technical Institute.

The Home Care/Special Care program at Woodland Campus has the same tuition fee structure as the HC/SC programs offered in Saskatoon at Kelsey Campus as well as the programs brokered from the Regional Colleges.

The medical diagnostics programs now operate with an annual intake. The student intake figure has increased to 48 annually instead of 48 students on alternate years.

Bridging initiatives have been developed for the graduates of the EMT certificate program to have their work experience and on-the-job training in paramedics recognized for credit through the PLAR process. This successful recognition would enable the EMT certificate graduates to obtain the EMT – Paramedic diploma credential.

The sector partnership committee, with SIAST representation, will continue to provide support and direction in addressing ongoing human resource and training needs to the health sector.

3.1.8 Heavy Equipment Operator

Heavy Equipment Operators operate heavy equipment for use in many areas - the construction and maintenance of roads, bridges, airports, gas and oil pipelines, tunnels, buildings and other structures; in surface mining and quarrying activities, landscaping, material handling work and in-land clearing and similar activities. Heavy equipment is a generic term, which covers the operation of machinery, such as bulldozers, scrapers, loaders, drillers, backhoes, excavators, and forklifts. The Heavy Equipment Sector includes heavy equipment operators and heavy equipment mechanics.

Workforce Profile

The data for the sector report dates back to 1995 industry reports and the1996 Census information. The work in both Heavy Equipment Operators (HEO) and Heavy Equipment Mechanics (HEM) is influenced by technological changes. The job requirements are the completion of a one or two-year apprenticeship program, or college or industry courses in heavy equipment operating combined with on-the-job training. Lack of mobility creates a surplus of seasonal unemployed workers. The shifts in demographics, fluctuating workloads and a shrinking labour pool have posed significant challenges to companies. The industry also suffers from competition with other provinces and this adds to the difficulty in recruiting and retaining qualified staff. Twenty-five percent of employers indicate they have hired peoples of visible minorities. Almost half of employers indicate that they do not have employees with disabilities, with another 38% who are unsure. Almost half of employers have between one and five employees who are Aboriginal

Heavy Equipment Operators

- In 1995, more than 60% of HEO were employed on a part-time basis
- Self-employment in the industry is rare
- Between 1990 and 1995, the number of HEO employed in the province decreased by 8%
- Less that 1% of employees in this field are female
- Fourteen percent of the employees are under the age of 24 and 27% over the age of 45
- Projections to 2005 are that job growth will increase due to the upsurge in road construction volume both in Northern Saskatchewan and the highway revitalization program for the province as a whole, as well as replacing aging workers
- The average full-time wage for HEO, in 1995, was $31,700, higher than the provincial full-time average salary of $31402 for all occupations that year
- Work is seasonal

Heavy Equipment Mechanics

- Between 1990 and 1995, the number of HEM employed in the province increased by 8%.
- New job openings for the next year will be below average

- Unless there is further mine development, northern mine construction will decline dramatically by 2003, which will impact employment for HEM
- Though not *new jobs*, retirements and job turnover in the mining, manufacturing and construction industries will create employment opportunities for HEM
- One percent of HEM were female in 1996
- Sixty-five percent of HEM (in 1995) were employed full-time and all year round
- The average full-time wage for HEM, in 1995, was $34100, higher than the provincial full-time average salary of $31402 for all occupations that year

Trends Related to the Industry that Affect Companies

Training institutions provide the base training for HEO and HEM and employers view training as an ongoing business function.

- It is a challenge for each manufacturer to keep employees up to date on the latest equipment and product lines
- Government funding cutbacks will require industry to invest in training institution
- The Heavy Construction Association of Saskatchewan (HCSA) provides safety training and certification to all individuals (including HEO and HEM) that work in road building and heavy construction
- Develop recruitment strategies, practices and educational programs to encourage students with high technical capabilities to explore employment opportunities in the industry
- Adopt innovative and flexible training programs

Demand Occupations

The majority of employers predict that there will not be any new occupations emerging in the industry.

New Training Needs

Thirty-four percent of employers project that the skills of the job will remain as they are today. The majority in the industry (88%) view on-the-job training as the best method for training employees. Students in the programs need more hands on training to imitate the work situation. Employers emphasize the need for enhanced communication skills, upgraded computer and technology skills.

The HEO industry has identified a number of recommendations to enhance the HEO and HEM occupations. The recommendations include:

That the industry:

- Find creative, inexpensive ways to improve its image in the community
- Address the way various media portray the heavy equipment industry
- Work together with the Government, First Nations, Métis and other equity groups, to address the inequity in age/gender/cultural background by expanding awareness and opportunities for under-represented groups
- Develop a specific mentoring program to encourage young people to take ownership and develop pride in the industry, through contact with long time employees
- Work with industry partners to educate young people about the variety of skills needed to succeed in the occupation
- Initiate discussions with the provincial government to revitalize current training programs and explore the most effective ways to use existing dollars and access equipment
- Take the necessary steps towards giving the HEO journeyperson status with a provision that skills already learned on-the-job could be assessed through the Prior Learning Assessment and Recognition (PLAR) process

Implications for SIAST

The Canadian Construction Association has acknowledged the perceptions of a trade not being viewed as a career and has begun a national initiative to address this fact. Employers suggest high school students as a viable target market.

SIAST plans to institute advanced training for HEO that will recognize those operators who have many years of experience and who can pass a vigorous high-level assessment certification.

As well as the full certificate programs, SIAST offers shorter machine specific certification; professional upgrader programs; Work-Based training; and assessment for certification courses.

The Prior Learning Assessment and Recognition (PLAR) process has been provided for individual operators who seek certification for employment purposes, and in developing contractual agreements with employers to certify their workers for on-site training and experience.

3.2 Summaries of Other Studies and Reports

The SIAST Program Planning and Development Department conducted the following needs assessment studies to research the potential demand for new programs or major revisions to existing programs.

3.2.1 School Secretary

Following a request by the Saskatchewan School Trustees' Association (SSTA) to develop courses specific to the duties performed by school secretaries, as part of an initiative to develop training for non-teaching occupations within the SSTA jurisdiction, a needs assessment was undertaken for a school secretary program. The SSTA wanted to be able to certify personnel already working in secretarial positions within the schools. Participants from the SSTA and the schools determined that school secretaries need to be able to perform the learning outcome skills from the Office Education certificate program plus the additional skills specific to a school office setting.

School secretaries were surveyed and focus group meetings conducted to determine what should be added to the core Office Education program in order to prepare graduates to work in school offices. The results of the survey determined that there should be:

- A school record system course
- Communication skills specific to the school environment
- A course on Loco Parentis (You, Me, and the Kids)
- A practicum

The one thousand personnel currently working as school secretaries in the province will have the opportunity to access the Prior Learning Assessment and Recognition process for the courses in both the Office Education program and those in the school secretary program.

An advanced School Secretary certificate program was approved in March 2001. The advanced certificate is one of six specialty options that students can select after completing the core Office Education program.

3.2.2 Post-Secondary Success

A study was undertaken to examine the reasons why approximately 14% of students, over a three-year period, had withdrawn from SIAST programs prior to completing their studies.

The study involved:

- the analysis of a number of statistics documents produced by SIAST – for example, *1998-99 SIAST Leaver Study – Why Do Our Students Leave; SIAST Five Year Summary 1996-2000 of Applications, Enrolments, Graduates, Leavers; 1988-1994 Refresher Program offered at the SIAST Palliser Campus*

- surveying the program heads and counsellors in the Business and Agriculture and the Technology Divisions at Palliser campus

One of the identified reasons students were withdrawing or were being required to discontinue their studies was for academic rather than personal reasons. A major section of the academic reasoning was the students' lack of basic skills in Mathematics, Science, Computer Literacy and Communications and their inability to understand the curriculum in their programs of study.

The needs assessment study was completed in the spring of 2001 and will be submitted to the SIAST Deans' Council in the near future. Following this, the next stage of the process will be the development of an implementation proposal to offer a post-secondary success program.

3.2.3 Architectural and Interior Technologies

Industry and the Architectural and Building Technologies Program Advisory Committee requested that a diploma in Interior Technologies be developed. Many graduates of the existing ABT diploma program are employed as interior designers and yet lack the certain specialized knowledge and skills for this occupation.

A completed needs assessment concluded the need for an interior design program. The interior designers surveyed indicated that they wished specialized training for the following reasons:

- The program will fill a training gap that became vacant after the closure of the Home Economics program at the University of Saskatchewan
- Retention of the youth who presently leave the province to take interior design training, then don't return
- Increase the public's and industry's understanding of the various specialties – especially interior design
- Provide more career options for Saskatchewan residents
- Create better linkages to accredited training for interior designers through the Foundation for Interior Design Education Research (FIDER)
- Supply trained workers with more specialized skills
- Will provide professional development opportunities for existing workers if individual, flexibly-delivered classes were offered
- Increased enrollment by attracting more students
- Similarity with the program in Alberta

A diploma in Architectural and Interior Technologies program was approved in March 2001 for delivery in September 2001. The program's purpose is to provide the students with specialized technology-level training that will permit them to seek and hold entry-level employment in the interior design industry. The training will provide students with the fundamental knowledge and skills to seek and gain promotion within the ID industry as well as seek and gain access to more advanced education. The length of the program is 78 weeks and includes three co-op terms. The curriculum for the program will include the first three semesters of the Architectural and Building Technologies program with an additional two new semesters specific to interior design content.

3.2.4 Provincial Corrections Worker

The Corrections Worker Diploma Program Advisory Committee identified the need for an applied certificate credential for the provincial correction workers in Saskatchewan. For several years, there has been collaboration between the Corrections Worker Diploma Program at SIAST and the Corrections Division of Saskatchewan Justice to provide training for newly employed Corrections Workers to the industry. A Statement of Achievement was awarded to those who completed the training.

Interviews were conducted with the Corrections Workers who indicated a preference for:

- a more recognized credential as opposed to the current Statement of Achievement
- career laddering opportunities towards the Corrections Worker Diploma program at SIAST

An applied certificate credential for the Provincial Corrections Worker program was approved in March 2001. The program is approximately twenty weeks in length. The specific entrance requirement for this program is *employment as a Correctional Officer or similar with the Saskatchewan Justice Corrections Branch.*

The applied certificate program is not to be interpreted as the "entry-level, pre-employment qualification for the corrections field. The standard remains the SIAST Corrections Worker Diploma Program.

3.2.5 Job Coach

A needs assessment was conducted to determine the need for a Job Coach program. In Saskatchewan, there are currently very few persons employed in supported employment programs. "Supported Employment" is a recent Federal and Provincial initiative that is aimed at enabling people with developmental disabilities to secure and maintain competitive, gainful employment in the open community, working along side non-disabled co-workers. The move to supported employment is nationwide. In Saskatchewan, the Community Living Division (CLD) of the Department of Social Services has only six percent of its clients in supported employment, while 94% remain in activity centres and sheltered workshops. Best practices in supported employment include the use of job coaches who provide initial skills training and follow-up support to persons with disabilities.

A report *Supported Employment : A Position Paper by Saskatchewan Association of Rehabilitation Centres,* which represents 47 agencies within the province, highlighted a number of positive reasons why a job coach program would be beneficial in the province. The report also addressed the following specific issues that relate to staff training:

- Provision of accredited training that will increase credibility
- Training initiatives need to occur in a co-coordinated manner including liaisons between service providers and training institutions.

The needs assessment determined that a job coach program would be targeted towards:

- Individuals currently working in the capacity of job coach wishing to become certified
- Employees of sheltered workshops and activity centres
- Graduates of other human service programs, such as Rehabilitation Worker, Early Childhood Education, and Youth Care Worker

The next stage of the process will be the development of an implementation proposal.

The projected elements of the program are:
- Program title – Job Coach
- Program credential – Certificate
- Program length - 26 weeks
- Program student capacity – delivery will be flexible and in distance education format but could be offered on- or off-campus as a cost-recovery program
- Program entrance requirements – Grade 12 or equivalent

3.2.6 Computer Network and Helpdesk Technician

In response to the closure of the Computer Systems Support (CSS) program at Woodland Campus, industry representatives and the members of the CSS Program Advisory Committee met as a focus group to discuss the computer training needs for Prince Albert and northern Saskatchewan. The focus group participants agreed that there are three specific training need requirements – *basic computer skills, helpdesk, and network functions.*

An implementation proposal to develop programming to address these needs is being considered.

3.3 Summaries of Reports from Canada-Saskatchewan Career and Employment Services (CSCES)

SIAST and the Canada Saskatchewan Career and Employment Services (CSCES) agencies continued to meet during 2000-2001 to discuss mutual training needs information. The purpose of the joint discussions is to complement and supplement the work of each organization.

The training needs identified by the CSCES agencies are summarized in this section of the report. The reports focus on Community Based Organizations (CBOs) that provide services to various target audiences requiring employment and training programs.

The following reports summarize the training needs assessments for the Moose Jaw, Prince Albert and Regina CSCES regions, and a special report from the Saskatoon CSCES on the need for Basic Education training in the Saskatoon region.

The reports use a systematic perspective to assess the collective employment and training needs of individuals served by CBOs. The approaches are based on analyses of reports and documents, interviews with staff in CBOs and related organizations, and sessions with communities to discuss training needs and future directions.

Training needs in the reports have been identified for the following eight client groups:

- Basic Education (including literacy/GED)
- Youth-at-Risk
- Aboriginal People
- Older Workers
- New Canadians
- Persons with Disabilities
- Francophone Community
- Small Business Community

The needs assessment reports identify specific training needs for the client groups, and also identify common needs where community action is required.

3.3.1 Moose Jaw Community Training and Employment Needs Assessment

The report was prepared for the Moose Jaw Canada-Saskatchewan Career and Employment Services (CSCES) agency.

Training Needs of Client Groups

Moose Jaw and community has a relatively small population of individuals in the target groups, and consequently could not sustain a significant increase in the number of employment training programs. The primary need in the community is to link and support individuals into employment. These could take a variety of formats:

- Development of employment options while individuals wait to enter Adult 10/12 programs at SIAST;
- Development of training for work programs that would emphasize job readiness, interpersonal skills, customer service skills, and workplace literacy, along with intensive support during the transition period to work. Such programs could be enhanced with direct involvement of employer groups;
- Development of supported employment options for individuals who will need various degrees of support throughout employment.

Building on Existing Connections

There are few processes that support CBOs in making connections with each other. However, in the Moose Jaw area, some mechanisms have been developed which allow CBOs to work jointly on initiatives. Many of the initiatives, such as the Child Action Committee, are not directly mandated to address employment and training. However, they have interpreted their mandate broadly to do so. These connections need to be strengthened and connected to the employer community.

Recommendations:

Basic Education (including literacy/GED)

- Provide a transition program which combines paid work in combination with career planning, and/or employment readiness that is directed to individuals who are waiting to start an Adult 12 program
- Provide additional GED delivery options – either through SIAST or the Moose Jaw CBOs
- Examine the provision of additional resources for offering literacy programming

Youth-at-Risk

- Offer a training program that emphasizes skills in job readiness, interpersonal skills, customer service skills and workplace literacy, for those individuals who prefer to move directly into the workplace without further formal education

Older Workers

- Flexible age limits in programs to allow older workers (particularly women under 30 with families) to access fully funded programs for youth

New Canadians

- Offer on-going language sessions to help individuals develop their skills in order to function well in workplace situations

Persons with Disabilities

- Further discussion is necessary between employment/training funders, the health district, and CBOs working with persons with disabilities, particularly those with mental illnesses, to determine appropriate roles and expectations regarding employment outcomes

Though not strictly identified training needs for the target audiences, the report identifies the following complicating factors that affect the delivery of employment and training programs in the Moose Jaw region:

- Lack of public transportation
- Gaps in income support – provincial training allowance, transitional support and affordable daycare

3.3.2 Regina Community Training and Employment Needs Assessment

The report was prepared for the Regina Canada-Saskatchewan Career and Employment Services (CSCES) agency and Human Resource Development Canada, Regina (HRDC).

Training Needs of Client Groups

In Regina, individuals in Basic Education and Youth are often members of other client groups. Therefore, data in these two groupings also provide information that is broadly relevant to other groups.

Basic Education (including literacy/GED)
The need for Basic Education programs continues, particularly for youth and Aboriginal people. GED preparation is a major focus of most CBOs providing basic education programs and is an important achievement for participants. Basic Education must: connect to further skills training, and make a strong link between formal career plans and the specific steps in the training/job path that clients need to take.

Youth-at-Risk
The primary need for youth-at-risk is making the connection between academic studies and job training and employment. Youth-at-risk often lack the role models or community connections which contribute to their understanding of employment and how it relates to their day-to-day lives.

Aboriginal People
As organizations, which are directly responsible to Aboriginal people, continue to be established, developing working partnerships between Aboriginal and non-Aboriginal organizations will need to increase.

Older Workers
The major training need for the clients in this category is equipping them with the skills to look for work in a rapidly changing labour market, with a specific focus on how to apply their skills and experience to new types of work.

New Canadians
The clients in this category face multiple barriers to employment; and it is essential to ensure that they have sufficient language skills that are critical for success in education, job training, or employment.

Persons with Disabilities
As the labour market moves to jobs that require employees to do multiple tasks, individuals with intellectual or learning disabilities, or those with multiple or severe disabilities, are having difficulties in finding sustainable work. CBOs, with the expertise on the specific disabilities, need to work with employers/industry sectors as jobs are being designed, so that persons with disabilities can be considered from the start of the hiring process.

Francophone Community
This group is relatively small in Saskatchewan and there are limited options for receiving employment training or working in the French language. Linking employment training and job creation are directions to explore.

Small Business Community
The relationship between the small business community and CBOs needs to be enhanced so that small businesses can actively and systematically work with CBOs to recruit and train their potential employees.

System Based Community Needs

CBO Need Better Connections to Employers/Industry Sectors
Almost all CBOs indicated on-going difficulties in making strong connections to employer groups. CBOs had success in preparing clients for employment but helping them make the transition into employment was a barrier.

CBOs Need Connections to Other CBOs
There are few processes that support CBOs in making connections with each other. Some CBOs currently work together, such as CBOs providing literacy training or CBOs working with New Canadians. In these instances, their focus is very specific and there is general agreement on the outcomes they are working towards.

Recommendations

Basic Education (including literacy/GED)
- Develop training alternatives for individuals to acquire the essential skills of reading, writing, comprehension or numeracy for entry-level work without committing to a formal structured program of basic education

Youth-at-Risk
- Consider transitional programming, either for direct entry into employment or increased basic education training with a focus on skill acquisition, for the several groups of youth where formal training is a problem
- Consider summer work programs which would give the youth-at-risk the needed work experience

Aboriginal People
- Increase the understanding required between Aboriginal and non-Aboriginal organizations to determine how and where Aboriginal people access programs and services, and which programs would best serve their needs

Older Workers
- Determine specific and practical information on how to search for work and locate where the jobs are
- Examine the cost barriers that might prevent older workers from accessing some of the readily available upgrading programs in Regina

New Canadians

- Develop a bridging process to provide new Canadians with the specific skills required in the Canadian workplace, such as Computer Aided Drafting
- Given the limited number of new Canadians in the Regina area, expand the catchment area in order to cost effectively offer a variety of programs
- Offer WHMIS and Occupational Health and Safety training
- Increase language training

Persons with Disabilities

- Continue with linkages to employers to ensure jobs are created and designed for people with disabilities

Small Business Community

- Develop strategies so that CBOs and employers, particularly at the sector level, discuss mutually beneficial needs regarding employment

3.3.3 Prince Albert Community Training and Employment Needs Assessment

The analysis and report being prepared for the Prince Albert Canada-Saskatchewan Career and Employment Services (CSCES) agency is not finalized and will be available after printing of the SUTNA report. The report will outline the training need findings for the PA area.

A preliminary overview is outlined below.

Community Based Organizations

There are over 55 community based and institutional based organizations and agencies that provide bridging programs, service and support based on the needs of clients in the region. The nature and type of services include, but are not limited to the following:

- Personal career assessment
- Career counseling
- Job readiness skill training
- Employability skills development
- Academic upgrading
- Technical skill training

The primary delivery methods used by the providers are:

- Course based
- Informal group learning
- On-the-job
- Independent study/learning
- One-on-one consultation

Overall, the clients served by the organizations above view the learning experience as *satisfactory*.

Client Services

The clients who visit the CSCES office highly rate the service and resources available to them. Resume writing and job search are the two primary reasons for accessing the service of the office, and clients have visited and used the services of the office more than once in the past year.

Employer Services

- There is an apparent lack of awareness of the services available to employers that are offered by CSCES, with the majority of employers interviewed indicating little or no knowledge of these services
- Employers would prefer to obtain the information on the services available to them either by phone or through a newspaper prepared by the Chamber of Commerce

- Employers indicated that it is difficult to find the right type of person to work because many lack the basic employability skills and they are not prepared or ready for work due to improper work clothing or they don't have an understanding of the job market
- Many employers identified the difficulty to attract and retain skilled trades people,
- The majority of clients and employers interviewed indicated that they would consider using the services of the CSCES office now that they know a little more about the services provided

Next Steps

- Examine approaches and opportunities to maintain an up-to-date database on a continuous basis.
- Continue the process of data collection and follow-up by sharing the results with all the relevant stakeholders
- Review feedback results on satisfaction levels of client and employers with the intent of continuous improvement
- Examine present practices of communicating and marketing the services provided to employers in order to increase the participation rate

3.3.4 Saskatoon Community Training and Employment Needs Assessment

The Basic Education – A Link to Employment report prepared for the Saskatoon CSCES focused attention on the significant need and demand for basic educational training and development in Saskatoon and area. The group addressed the many research studies that have already been completed on the needs of various sections of the population, such as the Aboriginal population, the youth, women, visible minorities. Many of these studies were directed at the education, training and skill development that is needed after individuals have already achieved a basic level of education.

The purposes of the study were:

- To gain an understanding of and to document the basic education needs of specific Saskatoon target groups and residents such as: individuals with low income, Aboriginal people, new Canadians, persons with disabilities and youth (aged 18-29)
- To identify the barriers and roadblocks which are experienced by individuals seeking basic education and career development services
- To establish a knowledge of how these basic education needs are currently being met by existing agencies within the City of Saskatoon
- To conduct an analysis of how to better meet the career services and basic education needs of the adult population in Saskatoon city neighborhoods
- To identify potential funding issues which impact on the future needs of basic education participants

Recommendations:

Recommendation #1:

That additional financial resources be allocated to the creation of more training seats in all adult basic education programs, including GED programs, Adult 10, Adult 12 and Literacy programming and

That future planning, funding and delivery of adult basic education programming be addressed by a partnership made up of members of the Department of Post-Secondary Education and Skills Training, the Department of Social Services and the Department of Education

Recommendation #2:

That all adult basic education programs incorporate a component of life-skills training, financial management, and career planning.

Recommendation #3:

That a central source of training information be established so that individuals have access to a single point of contact to explore and understand the training options that are available to them. That the availability of such a central source of training information be widely promoted to ensure a broad awareness of this service.

Recommendation #4:

That consideration be given to the development of an adult basic education "preparation program". This program would be offered to individuals who are on waiting lists and prior to their move from social assistance payments (SAP) to provincial training allowance (PTA). The intent of the preparation program would be to develop a career plan and to test readiness, study habits and academic skills. Individuals would be expected to practice a lifestyle plan that includes a plan for transportation, childcare and budgeting prior to full-time enrollment in an Adult 10 or Adult 12 program.

Recommendation #5:

That consideration be given to the creation of a Student Assessment Centre (or the enhancement of existing assessment facilities) to address the increasingly important issues of learning disabilities amongst adult learners.

Recommendation#6:
That instructor collaboration be supported through the creation of a Saskatoon Basic Education Instructors' Association. Support should include resources for event coordination, instructor substitutes (where necessary) and for logistical expenses.

Recommendation #7:

That the Provincial Training Allowance (PTA) be adjusted to cover the "real" costs of being a student. Current expense allocations are too low. Specific consideration must be given to transportation, rent, childcare, utilities etc.

Recommendation #8:

That the need for pre-Adult 10 and pre-GED programs be developed and offered to those individuals who need to improve their basic academic skills in order to be successful in their pursuit of basic education.

Recommendation #9:

That efforts be made to provide resources for graduate follow-up.

That Saskatoon business and industry be invited to participate in the identification of employment opportunity to support graduates of adult basic education programs.

Recommendation #10:

That the work of the Community Delivery of Basic Education Working Group continue, with a mandate to coordinate and develop adult basic education training opportunities in Saskatoon.

4.0 SUMMARIES OF TRAINING NEEDS ASSESSMENT CONSULTATIONS

4.1 Introduction

Stakeholder consultations were held in March 2001 at three of the four provincial SIAST campuses (Saskatoon, Regina, and Moose Jaw). Participants included representatives from business, industry and professional associations. The meeting scheduled for Prince Albert was cancelled, since the majority of invitees were not able to attend on the scheduled date. Some of the invitees to the Prince Albert meeting participated in conference calls or provided written comments to present their views. The purpose of the stakeholder consultations was to gather information on training needs, employment trends and emerging occupations and skill sets.

The format of the consultations was slightly different than in the past. With the invitation letter, invited guests were provided with a copy of both the section of last year's report that identified training needs, as well as an updated report on activities that resulted from the SUTNA 2000 report. Invitees were informed that discussions at the meetings would address new or revised training needs for each of the four SIAST campus cities as well as provincially.

Not all invited stakeholders were able to attend the meetings and therefore some industries lacked representation. As a result, the findings may not comprehensively identify the needs of all industries in the province.

4.2 Training Needs Consultation Meetings

The following table provides demographic information for the consultations.

Location	Dates	# of Participants
Saskatoon	March 20, 2001	14
Regina	March 21, 2001	22
Moose Jaw	March 28, 2001	6
Prince Albert	March 27, 2001	Cancelled – feedback provided through teleconferencing or written documentation

4.3 Summary of the Findings

The following chart provides a summary of the discussions at these meetings with industry and association representatives. The findings are not necessarily presented in priority order. The check marks in the right hand columns identify the location(s) where the sector–related information was discussed or highlighted as a training need. In the right hand columns, Moose Jaw = MJ, Prince Albert =PA, Saskatoon = S, and Regina = R. Some sector discussions focused on provincial or the four SIAST campus cities training needs, and this information is identified in the province column, section P. The results are organized by sectors and topic areas. Employment projections, obtained from the *Saskatchewan Economic Demand (SED) Forecast 2000*, are included in the chart.

Industry/Sector	PROVINCE	SASKATOON	REGINA	PRINCE ALBERT	MOOSE JAW
AGRICULTURE *Decline by 4000 jobs forecast. Jobs in this industry continue to decrease by 3000, for a total of 4.3% over the five year period 1999-2004*					
▪ There is a need for transitional training for farmers, helping them identify and enhance the many transferable skills they have into a package that is marketable for business and industry	√				
▪ In the growing area of hog production, Pork Technicians continue to be in demand. There is a high turnover rate in this industry	√				
▪ Because of the farm crisis, there are many farm women looking for alternate employment, or perhaps becoming entrepreneurs			√	√	√
▪ Distance education and the virtual campus may be alternate program delivery methods. However, the technology for virtual delivery may not be generally available.				√	
▪ Home study module training is required for those in the grain industry, especially Grain Inspectors	√				
▪ Floriculture	√				
▪ Web-based training in safety regulations for those who operate farms			√		
▪ Need training for people to work in value-added agric-businesses and light processing plants			√		√
▪ Need training for seed cleaners, those working with specialty crops, and feed lot operations					√

Industry/Sector	PROVINCE	SASKATOON	REGINA	PRINCE ALBERT	MOOSE JAW
BUSINESS SERVICES *Professional Business Services, which includes advertising, professional business services, and other business services, expected to increase by 4400 jobs, for a total of 24% increase over the 1999-2000 period*					
▪ There was a written submission that the Human Resource Certificate be expanded into SCN delivery for the benefit of individuals in smaller locations, with the stipulation that HR practitioners teach the courses	√	√	√	√	√
▪ Human resource planning for businesses, especially succession planning	√				
▪ Customer service training in all industries continues to be stressed as an area identified with requests for short-term, day seminars. This includes sales and service. This is a need that extends across all sectors	√	√	√	√	√
▪ Business training geared to Aboriginal businesses was raised due to the demographic changes occurring in the province.	√		√	√	√
▪ There is a need for every business to have its books in order, to know how to do a financial statement, how to get credit	√				
▪ International marketing		√			
▪ Offering extension courses in customer service and sales for Saskatchewan Credit Unions. Also offer credit union or co-operative theory training in the financial services program	√				√
▪ Courses in time management, marketing and supervision are needed for management employees	√				
▪ Need for on-the-job training courses in marketing, sales and organizational behaviour and development		√		√	√

Industry/Sector	PROVINCE	SASKATOON	REGINA	PRINCE ALBERT	MOOSE JAW
INFORMATION TECHNOLOGY *It was suggested that in three years more than 65 per cent of business will be done online, increasing the need for expertise in Information Technology (IT). 10-30% job growth in Saskatoon. Up to 2000 vacancies across the province – mostly in project management roles – figures captured in Business Services above*					
▪ In the Saskatoon area alone 65 Software Engineers will be needed over the next two years. Offer on-the-job training courses		√		√	
▪ Training in GIS applications required		√			
▪ Incorporate computer training in all sectors	√				
CALL CENTRES *High growth area in Regina and Saskatoon. Seven companies are looking at re-locating offices to Saskatoon – with a potential for over 2000 jobs*					
▪ Need to train more Teleservice Customer Representatives. Training should include an Internet communications module		√	√		
FINANCE *Finance, Insurance and Real Estate employment is expected to decrease by 72, for a total decline of 0.3% over the 1999-2004 five year period*					
▪ There is a need for ongoing training for new employees, refresher courses for long-term employees, management development programs, supervisory programs, and internal orientation programs. Some courses in wealth management and co-operative training in financial services are needed		√	√	√	√
▪ Offer on-the-job training in accounting and finance				√	

Industry/Sector	PROVINCE	SASKATOON	REGINA	PRINCE ALBERT	MOOSE JAW
HOSPITALITY AND TOURISM *Employment demand for this industry is expected to increase by 3000, for a total increase of 4% over the 1999-2004 period, as a result of increased tourism, income growth and changing demographics. Saskatoon added 1000 new hotel rooms and Moose Jaw 230 in last year. Expansion of current businesses, as well as anticipated new initiatives, has resulted in increased demands for jobs in both tourism and hospitality, particularly in Moose Jaw*					
▪ There is a need for customer service training and the ability for employees to provide knowledgeable tourist information	√				
▪ Need hospitality training opportunities for Aboriginals in all areas of industry. Number of training spots doesn't meet the need				√	
▪ Severe shortage provincially of Cooks, Front Desk Receptionists, Food and Beverage Servers, Housekeepers and Fast Food Workers	√				
▪ General tourism training (ecotourism, adventure tourism)	√				
CULTURAL – MEDIA					
▪ SIAST's Film, Video and New Media Applied Certificate has proven popular in meeting the needs of an expanding industry. An enhanced, longer program is needed			√		
▪ A variety of general and specific training needs were identified in the Cultural Sector Partnership	√				
▪ The Sound Recording Sector Partnership identifies that training in this area is required	√				
▪ The need for a Creative Art and Design Program was identified in the Saskatoon Labour Market Survey		√			
TELECOMMUNICATIONS AND UTILITIES *Overall employment demand for this industry is projected to decrease by more than 1200, for an overall decline of 8% over the 1999-2004 period*					

Industry/Sector	PROVINCE	SASKATOON	REGINA	PRINCE ALBERT	MOOSE JAW
HEALTH *Expected increase of 5600 jobs through attrition and job growth, for an overall total increase of 12% over the 1999-2004 period. Will need health care professionals and staff within 2-3 years for new hospital in Stony Rapids*					
HOSPITAL CARE					
▪ The needs for training in this sector were heard consistently in all four cities. The areas of patient-related care are of immediate concern throughout Saskatchewan. The prime areas of need are Registered Nurses, Licensed Practical Nurses, Podiatry Nurses, Home Care/Special Care Aides, and Operating Room Technicians.	√	√	√	√	√
▪ Career laddering opportunities should be identified for nurses – especially LPN	√	√	√	√	√
▪ As the population ages, there is a growing demand for more Advanced Clinical Nurses across the province, but particularly in Prince Albert. The FYKE report on Health Care recommends there be an increase in Advanced Clinical Nurses in the province	√			√	
▪ Podiatry Nurse training is needed		√			
OTHER HEALTH CARE					
▪ Offer upgrading short courses for nurses transferring from acute care facilities to community health, and for immigrant nurses who are missing specific modules required to practice in Saskatchewan	√				
▪ Health care needs in northern Saskatchewan are a prominent concern, particularly the need for more Addiction Counselors with a focus on methadone abuse. Need also identified for gambling addictions training				√	
▪ The Chemical Dependency program could be offered as an online program through extension, coupled with some hands-on training on campus				√	
▪ There is always a need for education of support services in health care facilities, such as dietary, housekeeping and maintenance			√		
▪ There is a need for Systems Analysts in the health sector	√				

Industry/Sector	PROVINCE	SASKATOON	REGINA	PRINCE ALBERT	MOOSE JAW
▪ Shortage of Speech Therapists in the province – there is no program in Saskatchewan and graduates tend not to return to work in the province	√	√	√		
▪ Shortages of Bio-technicians – particularly with training in genetically modified products and labeling of genetically modified products		√			
▪ Shortage of Massage Therapists					√
▪ Need for more Health Information Services Technician/Technologists				√	
▪ Need for more EMT-Paramedics – competition with Police, Fire Service and other provinces			√		
▪ Occupational Therapy Accreditation was recognized as a need		√			
▪ Shortage of Pharmacy Technicians - health districts are constantly in competition with other regions for qualified personnel	√	√	√	√	√
▪ There is a critical shortage of Ultrasound Technicians across Canada with many districts looking internationally for trained technicians.	√	√	√	√	√
▪ There is an emerging shortage of personnel to work in the diagnostics field – particularly Medical Radiation and Medical Laboratory (technicians and assistants), Cardio Vascular and Respiratory Technicians. Training should include phlebotomy (bloods) and sterile processing and distribution	√	√	√		√
CONSTRUCTION AND RELATED TRADES					
Employment demand for both commercial and residential construction is projected to increase by more than 2100 jobs, for a total increase of 9% over the five-year period 1999-2004.					
Need to create awareness in the high schools that the "trades" are a profession and not a second choice					
▪ A new strategy is necessary in the construction industry, particularly applying to housing where the industry has become so specialized, that it is difficult to get apprentices	√				
▪ There is a shortage of skilled journeyperson trades people – Plumbers, Electricians and Carpenters	√		√		√
▪ More safety training and supervisory training in the curriculum is needed for all the trades	√			√	

Industry/Sector	PROVINCE	SASKATOON	REGINA	PRINCE ALBERT	MOOSE JAW
▪ There is a need for flexibility for those seeking on-the-job training	√				
▪ The increase in construction of hog barns was noted	√				
▪ Need for people trained in historic restoration					√
▪ There is a need for housing management employees in the north. These individuals would ideally have more than just accounting skills in that they would also be familiar with the construction process, tendering and building codes, even simple upkeep such as how to care for a house (e.g. changing furnace filters)				√	
▪ SaskEnergy indicated a need for pre-employment programs for Plumbers and Pipe fitters, Power Line Technicians, Electronic Technicians and Stationary Engineers	√				√
▪ Welders will be needed over the next two years. One major company in Saskatoon expects to hire 200 welders in the next 18 months		√			
▪ The location of program delivery for the trades is an issue, with reluctance of apprentices to take training at distant locations	√				
▪ Cabinet maker should be recognized as an apprenticeship trade		√			
▪ Suggestions for minor revisions in curriculum content, delivery and program title change in Parts Management Technician program. Consider offering the PM apprenticeship program in Regina	√		√		
▪ Screen printer		√			
▪ Shorten wait lists of those waiting to take all the apprenticeship training programs (PA). Consider day release or evening classes for apprenticeship training instead of block training (R)		√		√	
▪ Need for electronic repair slot machinists in the casinos			√		
▪ Goldsmithing		√			

Industry/Sector	PROVINCE	SASKATOON	REGINA	PRINCE ALBERT	MOOSE JAW
MANUFACTURING *Food and Beverage processing, oil and gas and forestry are the main areas of growth for manufacturing. Offer on-the-job-training throughout the industry. Need to create awareness in K-12 system that trades are excellent career choices*					
***METAL/MACHINERY** - Employment demand is projected to increase by more than 2500 individuals, for a total increase of 12% over the five year period 1999-2004*					
▪ Need for more machinists in all trades		√			
▪ The textile industry is in need of technical training and management skills. There are approximately 100 jobs available in industrial sewing at this time; the industry is seeking delivery of the Industrial Sewing program across the province. One problem is the retention of graduates to stay in the industry	√		√		
▪ Implement manufacturing, such as industrial paint application, powder coating and rotational molder, etc.	√				
▪ A variety of training needs were identified in the Export Manufacturing Sector Partnership	√				
***FOOD/BEVERAGE PROCESSING** - Employment demand is projected to increase by more than 1000 individuals, for a total increase of 14% over the five year period 1999-2004*					
▪ The expansion of meat processing plants and relocation of existing plants (to Saskatoon) is expected to create new jobs in food processing/meat cutting		√			√
▪ Process technology for meat processing, as well as specialized processing, such as wild rice, noodle/pasta, fish, wild game, Saskatoon berries, etc. will be needed. The need continues in both rural and urban areas	√				
▪ International trade leads to marketing skills in the food processing sector	√				
▪ Training should include dealing with contaminated goods		√			
▪ Shortage of retail meat cutters exists		√			

Industry/Sector	PROVINCE	SASKATOON	REGINA	PRINCE ALBERT	MOOSE JAW
LOGGING AND FORESTRY *Anticipated increase of 500 jobs for an overall increase of 11% in the five-year period 1999-2004. Lots of reserves opening up sawmills. Need training to upgrade labourers to management positions. Seasonal work. Softwood trading issues between United States and Canada may have an impact*					
▪ The increase in sawmills, particularly in the north, will mean there will be value-added manufacturing in wood products in the next three to five years				√	
▪ Training should be more portable and on-site				√	
▪ Variety of training needs, such as Mill Equipment Operators, Harvesting Equipment Operators, Forestry Technicians, etc.				√	
TRANSPORTATION *Transportation and Storage. Growth of 3000 jobs in the truck transport industry is projected over the five-year period 1999-2004 (32% increase). In the pipelines/storage/warehousing industry, the growth is expected to increase slightly by 150, for an overall increase of 5% in the five-year period 1999-2004. Railway and public transit employment continues to decline by 500 individuals, for an overall decline of 6% in the five year period*					
▪ There is a need to attract younger people to the trucking industry that is dominated by baby boomers on the verge of retirement. Cost of training and retention of drivers are factors. Training might consider preparing drivers on the rules and regulations at US boundaries	√			√	√
▪ Shortage of Heavy Equipment Mechanics provincially but particularly in Regina	√		√		
▪ Shortage of Automotive Service Technicians/Technologists				√	
▪ Shortage of Truck and Transport mechanics – one mechanic is required for every 15 trucks			√		
▪ Increase apprenticeship training seats in all trades – consider day release or evening programs – employers find it difficult to get replacement workers for blocks of time			√	√	
▪ The need for Heavy Equipment Operators is especially strong in the rural areas	√				

Industry/Sector	PROVINCE	SASKATOON	REGINA	PRINCE ALBERT	MOOSE JAW
AVIATION					
• Need for Aircraft Maintenance Engineers (AME). The shortage is seen as urgent nationwide. Saskatoon, Prince Albert and Moose Jaw expressed interest in housing the program		√		√	√
PULP AND PAPER					
Employment demand is projected to increase by almost 320 jobs, for a 3% increase over the 1999-2004 period. Projections from one pulp mill identify the need in next four years of 100 plus variety of positions					
• The immediate labour needs of the pulp and paper industry are for Industrial Mechanics				√	
• Instrumentation and electrical training will be an asset to employees in this industry				√	
• Process Operator certification of current employees is required				√	
• Because many employees cannot leave the work-site to take classroom training, Internet or computer delivery would be beneficial. Training in this trade should be more portable and on-site	√			√	
• There is a need for safety programs	√				
MINING					
Opportunity for slight increase by more than 200 individuals for a 4% increase over the 1999-2004 period. Potential to train the 80% unemployed in the north					
• There is a need for upgrading mining labourers to become mining professionals				√	
OIL AND GAS					
Increase form 3000 to 3500 Jobs. Increased worker productivity and technological changes will moderate growth. Employment demand is projected to increase by 2400, for a total increase of 36% over the five year period 1999-2004					

Industry/Sector	PROVINCE	SASKATOON	REGINA	PRINCE ALBERT	MOOSE JAW
OTHER TRAINING NEEDS					
GENERAL					
▪ Teaching of Aboriginal history and culture by Aboriginals	√				
▪ Offer entrepreneurship, communication, risk management and management skills as optional additions to all programs		√	√	√	√
▪ Provide short modularized courses to allow flexibility for students	√				
BASIC EDUCATION AND BRIDGING PROGRAMS					
▪ Increase offering of Basic Education and bridging programs	√				
▪ Life skills job coaching programs	√				
▪ Bridging programs for Aboriginal youth to move into SIAST programs	√				
OTHER TRAINING NEEDS					
▪ Fire Rescue Service Training	√				
▪ Offer General Science diploma program					√
▪ Offer Water Quality training and testing program					√
▪ Law Enforcement and Environmental Protection				√	
▪ Chemical Hauling		√			

Sources:

- *SIAST Planning, Research and Development, Saskatchewan Urban Training Needs Assessment Report 2000, May 2000*
- *Trimension Group, Saskatoon Employer Needs Assessment Survey, June 2000*
- *Human Resources Development, Canada (HRDC), Job Growth and Training, Presentation, February 2000*
- *SIAST and industry training needs consultations, held March 2001, in Saskatoon, Regina, Moose Jaw and Prince Albert*
- *PSEST, HRDC, SECD, and Saskatchewan Labour, Saskatchewan Employment Demand (SED) Forecast 2000, January 2000)*

4.4 Common Themes

A number of themes arose during the discussions at the three training needs consultation meetings.

The common themes addressed at the meetings were the opinions of those present and, though maybe accurate, were not substantiated by documentation.

These common themes were:

4.4.1 Demographics

- Aging workforce – general population and in particular journeypersons
- Shortage of skilled labour
- Changing demographics in the province – urban/rural and migration
- Explosion of the Aboriginal population in the under-20 age category
- The changing pool of the unemployed with Social Assistance Recipients (SARS) identified at 36% of all unemployed
- Twenty percent of the population with some form of a disability

4.4.2 Labour

- Province operates in the service-center economy
- Students will be entering the labour force and will need training
- Large percentage of SIAST graduates obtain training-related employment
- Aboriginal population entering the labour force
- Many Aboriginals are highly trained but there are still hiring attitudes on behalf of employers
- Issues with attracting and retaining a skilled work force may not always be training-related but may be based on working conditions or pay

4.4.3 Partnerships

- Establish partnerships among high schools/industries/SIAST
- Promote trades and services to high school students as future careers

4.4.4 Training

- Companies should continue to contract for private training with SIAST
- Increase apprenticeship training seats
- Accessible program offerings throughout the province rather than in one location. day release, evenings, work-site training
- SIAST should offer training at down times – summer, evenings, year-round
- Choice of location for new programs is important – offering a program in one location might be considered too distant for some to attend
- Include in all programs:
  - customer service training
  - safety awareness training
  - cross-cultural awareness training
- The Government should provide additional Future Skills/Job Skills funding
- Employers often want to hire employees with experience. Introduce work experience, practicums and co-operatives in more programs
- Address the latest technology changes into the curriculum
- Upgrade equipment

5.0 SIAST Responses to Identified Training Needs

Industry Sector	Training Need/Issue	Examples of Responses to Date	Possible Additional Responses
AGRICULTURE	▪ Agriculture	Review of agriculture training underway. SIAST to partner with CANSASK Centres and the Regional Colleges in a transition project for farmers to: ▪ Provide change management workshops; ▪ Provide Prior Learning Assessment and Recognition methods for transferable skills; ▪ Identify individual training requirements	
	▪ Feed Lot Operators and Value-Added businesses	SIAST participating in the Cattle Feeders Association Sector Study	
	▪ Floriculture	Extension courses in floral design offered from time to time, on demand. Further investigation for additional non-credit training. Discussions on possible future offerings continue. SIAST participated in the floriculture Sector Partnership Study	
	▪ Pork Production Technicians	PPT is offered, as an apprenticeship program, using a combination of in-class delivery and hands-on in barn training. The program is also offered as Work -Based training	

Industry Sector	Training Need/Issue	Examples of Responses to Date	Possible Additional Responses
CALL CENTRES	▪ Call Centres	SIAST offers a Teleservice Customer Representative applied certificate program in Regina, as well as through Quick Skills. Inclusion of an Internet communications module under development. Job Start/Future Skills continues to support call center Work-Based training both in Saskatoon and Regina A customized project with a Regina employer used a combination of training and PLAR to certify workers who had substantial previous work experience and non-formal training	
INFORMATION TECHNOLOGY	▪ Information Technology	In 2000, capacity increased in IT programs at SIAST. Also, SIAST offers an applied certificate in GIS for Resource Management Applications, as well as through Quick Skills. Computer training is part of curriculum in many SIAST programs	
FINANCE	▪ Accounting and Finance	On-the-job training offered. Numerous individual courses, both credit and non-credit, delivered through extension and distance education	

Industry Sector	Training Need/Issue	Examples of Responses to Date	Possible Additional Responses
BUSINESS SERVICES	• Business Advising courses	Referred to Extension Education Consultant, Kelsey Campus for discussion	
	• Customer service training (in all industries)	Credit courses available via distance education and traditional delivery. Non-credit courses available, on demand	
	• Entrepreneurship and Small Business	Applied certificate available at Woodland Campus. Various courses and workshops available	
	• Export manufacturing	FITT delivery in Regina, scheduled for Saskatoon but cancelled due to lack of demand. Referrals in Saskatoon to on-line delivery of FITT have been successful. Further discussions of other non-credit training are underway with SREDAS and Chamber of Commerce	
	• Human Resource Certificate delivery by distance education	Initial courses were delivered by SCN, 2000-2001	
	• Human Resources and succession planning for businesses	Content in Human Resources program covers staffing, personnel and human resource management, training and development, and organizational effectiveness	
	• Supervisory, time management and marketing training	Credit and non-credit courses available. Customization for organizations or sectors is possible, on cost-recovery basis	

Industry Sector	Training Need/Issue	Examples of Responses to Date	Possible Additional Responses
HOSPITALITY AND TOURISM	• Cooks – Professional and Short Order	Programs available at three campuses. Additional training delivered through Quick Skills at Palliser Campus and through Work-Based programs. Quick Skills program in Regina in 2001-2002. Standardization of three PC programs completed	Investigation of the need for certified training for Bakers
	• Tourism/Hospitality	Programs available in Ecotourism, Food and Beverage Server, Hotel and Restaurant Administration and Food and Nutrition Management. New diploma program in Tourism Management. Equity seats are established for all programs SIAST and Saskatchewan Tourism (STEC) are working together, using PLAR, to recognize existing industry training plus applied work experience for diploma status Applied certificate in Hospitality developed. SIAST continues to offer Quick Skills programs in hospitality at all four SIAST locations. There are many Work- Based training programs provided in the province. Content in programs includes customer service training	

Industry Sector	Training Need/Issue	Examples of Responses to Date	Possible Additional Responses
CULTURAL	▪ Media	Programs available in Applied Photography, Media Arts Production Technician, Film Video and New Media, and New Media Communications. Some courses delivered via Work-Based trainin Eight reviews were completed in 2000-2001 and these are bolded below. g. SIAST will participate in Phase 2 of Sector Partnership Study	Further investigation of non credit training delivery to existing industry employees
	▪ Creative Arts and Design	A variety of arts programs are offered in Ceramics, Media Arts Production, Applied Photography and Graphic Arts Production. Work-Based training available in Graphic Arts Production	
HEALTH	***HOSPITAL CARE*** ▪ Licensed Practical Nursing	Capacity increased for fall 2000 – now 16 seats at Woodland, 48 at Wascana, for a total of 64. Seven LPN programs are offered throughout the province at Regional Colleges and Dumont Technical Institute. PSEST, SIAST and Department of Health have discussed a provincial plan for LPNs	Re: career laddering – SIAST investigate equating further transferable credits between programs and increasing PLAR offerings
	▪ Dementia Care	Applied certificate available as a cost recovery program	

Industry Sector	Training Need/Issue	Examples of Responses to Date	Possible Additional Responses
HEALTH Continued	▪ Nurses	Capacity increased for fall 2000 by 80 seats to 140 at Wascana and 120 at Kelsey, for a total of 260	
	▪ Ultrasound Technician	Research of programs in other provinces was conducted. Analysis of data now under discussion as to future action for Saskatchewan	
	OTHER HEALTH CARE ▪ Chemical Dependency	Program delivered at Woodland Campus. Upon completion of the program being realigned to SIAST Curriculum model, short courses may be offered through extension	
	▪ Health Information Services	Study underway by Health Information Services Association to determine number of vacancies in this industry	
	▪ Home Care/Special Care Aide	Available on full and/or part-time basis at all SIAST campuses, through Regional Colleges, and via distance education. Also offered as Quick Skills and Work-Based training programs Program began delivery in fall 2000 at Woodland, funded by base operating grant, with seat capacity of 24	Process underway to develop a method for workers with experience previous and non-formal training to challenge the entire program for PLAR, rather than on a course-by-course basis

Industry Sector	Training Need/Issue	Examples of Responses to Date	Possible Additional Responses
HEALTH Continued	***OTHER HEALTH CARE***		
	▪ Medical Diagnostics	Re-introduction of annual student intake in fall 2000. 48 students every year instead of alternate years (16 in each of Med.Lab., Med.Rad., and Combined Laboratory and X-Ray Technician)	
	▪ Gambling addictions training	Gambling counselling discussed in the Chemical Dependency program	

Industry Sector	Training Need/Issue	Examples of Responses to Date	Possible Additional Responses
CONSTRUCTION AND RELATED TRADES	• Construction industry – delivery locations	Discussions with Apprenticeship Branch and Trade Advisory Boards	Saskatchewan K-12 awareness program is necessary to create awareness that trades are worthwhile careers
	• Carpenters	Pre-employment, apprenticeship and Quick Skills programs offered at three campuses. SIAST also offers several Work-Based training projects. Specialized carpentry, such as framing, cabinet making are delivered through Quick Skills	
	• Restoration of historic homes	SIAST offers an applied certificate program in Architectural Heritage and Building Renovation	
	• Electrician	Pilot project for level 1 delivery on-line started 2000-2001. Currently offered with 14 students	
	• Industrial Mechanics	IM offered as a Quick Skills program at Woodland Campus. SIAST is prepared to deliver additional training in response to the need, pending identification by the forestry sector (in particular) of when delivery is required	

Industry Sector	Training Need/Issue	Examples of Responses to Date	Possible Additional Responses
CONSTRUCTION AND RELATED TRADES Continued	▪ Plumbers	Currently exploring delivery through Quick Skills in Regina. Sector partnership study completed	
	▪ Welders	SIAST offers welding programs at the four campuses, as well as through Work-Based training. A Journeyperson upgrading program was offered at Wascana Campus	
	▪ Parts Management	Parts Management curriculum, title and delivery suggestions submitted to Program Advisory Committee	
MANUFACTURING	***METAL/MACHINERY*** ▪ Textile	Industrial sewing program delivered in Saskatoon and Regina. Discussions with ATAS re:upgrading training for employees. Management/supervisory programs available, both credit and non-credit. Quick Skills program offered at Kelsey Campus in Industrial Sewing Machine Operator. Discussion with industry in Saskatoon regarding issues of recruitment and retention in training programs and employment	

Industry Sector	Training Need/Issue	Examples of Responses to Date	Possible Additional Responses
MANUFACTURING Continued	• Process Operator	Program commenced in 1999-2000 with 24 seats. Thirteen employed workers received combinations of credit through Prior Learning Assessment and Recognition (PLAR) and transfer credits from the Power Engineering apprenticeship levels. Five of the workers received full credit, through PLAR, for Process Operator certification through PLAR	
	FOOD/BEVERAGE PROCESSING • Retail Meat Cutting	Delivery via Work-Based training. Delivery through Regional Colleges, as requested. SIAST offers a Work-Based training program in Institutional Meat Cutting. Sanitation and health safety included in the curriculum	
	FORESTRY	Forest Ecosystem Technology diploma program approved in February 2001 with 20 seats. 2nd year to commence in Fall of 2001. Part of Integrated Resource management program. Additional strategies under development to address further identified needs. Quick Skills programs offered for employment readiness in Vocational Forestry	

Industry Sector	Training Need/Issue	Examples of Responses to Date	Possible Additional Responses
TRANSPORTATION	▪ Truck Driver	Truck Driver Training applied certificate program delivered across the province, on demand. SIAST continuing to deliver training as requested. In-cab coaching available. Work-Based and Quick Skills training available. Investigation of Train-the-Trainer for Truck Driver training is ongoing. SIAST is participating in a transportation sub committee of the Saskatoon Labour Market Committee	Saskatchewan K-12 education awareness campaign underway
	▪ Mechanic	Truck and Transport Mechanic available at Woodland and through Work-Based training Heavy Equipment Mechanic – potential delivery location offerings under investigation	Need to further investigate the increase in capacity of Truck and Transport Mechanic program
	▪ Heavy Equipment Operator	Quick Skills programs offered at Woodland and Kelsey Campuses. Work-Based training also available. Individual operator and employer contracts are provided through PLAR to certify employees with existing skills combined with targeted training	

Industry Sector	Training Need/Issue	Examples of Responses to Date	Possible Additional Responses
TRANSPORTATION Continued	▪ Other Transportation Needs	Parts Management Training delivered at Kelsey, and additional programs delivered at campuses and Regional Colleges, on demand. Quick Skills programs offered at Kelsey and Wascana Campuses. Work-Based training delivered across the province Increased seats in 2001-2002 in Automotive Service Technician program by 13, from 26 to 39. Quick skills program was offered in 2000-2001. Work-Based training also available	Consider staggering the program end dates at the three campuses
	▪ Aviation	Commercial pilot program started in fall of 2000, with 24 students. In partnership with the Saskatchewan Aviation Council Aircraft Maintenance Engineer – investigations continue with the aviation industry regarding delivery. Moose Jaw, Prince Albert and Saskatoon interested as delivery site	

Industry Sector	Training Need/Issue	Examples of Responses to Date	Possible Additional Responses
OTHER TRAINING NEEDS	***GENERAL***		
	▪ Fire Rescue Service Training/Forest Fire Fighting Training	Quick Skills programs offered at Woodland Campus in basic forest fire fighting. Discussions ongoing with Alberta Fire School, the Fire Sector Council Steering Committee, PSEST and SIAST regarding options for fire rescue training in Saskatchewan	
	▪ Occupational Health and Safety enhanced emphasis in all programs	Dept of Labour initiative. Completion of rigging module for Electrician program and ergonomics module in Office Education programs. SIAST met with Department of Labour to discuss extension offerings	Further investigation of increased capacity, alternate delivery modes as demand for graduates warrants
	▪ Increased training for Aboriginals	SIAST has identified equity seats in all programs. Applicants accepted on First Qualified, First Admitted basis	Increased marketing, especially to northern communities. Increased partnerships with Aboriginal organizations
	▪ Law Enforcement	Additional competencies added as electives to IRM program, effective fall 2000	

Industry Sector	Training Need/Issue	Examples of Responses to Date	Possible Additional Responses
OTHER TRAINING NEEDS Continued	▪ Training delivery – modularization and time	Significant volume of curriculum that is modularized and/or available through distance delivery. Virtual campus underway. Twenty seven courses have been developed for on-line delivery	
	▪ Water quality programs	Water Resources Engineering Technology and Water and Wastewater Technician programs at SIAST. WRET program also offered as Work-Based training	
	▪ Marketing of SIAST	Additional marketing positions at SIAST have been created and filled. Overview document produced. Marketing plan developed and implemented. Workshop on marketing of extension services delivered	Increased specific target marketing. One-SIAST provincial approach
	BASIC EDUCATION AND BRIDGING PROGRAMS		
	▪ Life Skills & Life Skills Coaching	Job Coach program being investigated	
	▪ Occupational English		
	▪ Pre-training, bridging, screening	Science & Health and Technology Divisions investigating pre-technology program	

Appendix A – Invited Participants

Saskatoon

March 20, 2001 – 1:30 p.m.

Name	Organization	Attended
Peter McCann	Ag - West Biotech Inc	
Orlan Ensz	Canada-Saskatchewan Career & Employment Services	X
Greg Balderston	City of Saskatoon	
Lisa Wilson	Dumont Technical Institute	X
Cara Dorgan	Hitachi Canada Industries Ltd.	X
John Dalzell Karen Bechtel	Human Resources Development Canada	X
Brenda Cuthbert	Kindersley Transport Ltd	
Judy Nagus	Mechanical Contractors Association of Saskatchewan	
John Gray	Parts & Service Managers Association	(SIAST attended association meeting)
Tara Gilbert	Métis Employment & Training of Saskatchewan Inc.	
Marv Le Navat	Mitchell's Gourmet Foods	
Shirley Ryan	North Saskatoon Business Association	
John Cross	Philom Bios	
Bruce Hoggard	Provincial Exporters Association	
Douglas Lockhart	Saskatchewan Aviation Council	X
Dave Katz	Saskatchewan Economic and Co-operative Development	X
Luanne Lashyn	Saskatchewan Food Processors Association	
Brian Stewart	Saskatchewan Graphic Arts Industries Association	
Cathy Evans	Saskatchewan Home Based Business Association	
Randell Morris	Saskatchewan Indian Institute of Technologies	
Diane Cohoon	Saskatchewan Tourism Education Council	X
David Eckmire	Saskatoon Air Services Group	X
Kent Smith-Windsor	Saskatoon Chamber of Commerce	
Les O'Shea	Saskatoon Construction Association	
Jo-Ann Eldstrom Vicki Towriss	Saskatoon District Health	X
Dale Botting	Saskatoon Regional Economic Development Authority	X
Rebecca Elder	Saskatoon Tribal Council	
Greg Fofonoff	Sasknative Economic Development Corp	
Terry Rohrke	SED Systems Inc	
Wendy McLeod	Tourism Saskatoon	X
Doug Maley	Western Economic Diversification	
Laura Small	Women Entrepreneurs of Saskatchewan	

Regina

March 21, 2001 – 1:30 p.m.

Name	Organization	Attended
Joanne Bracken Tracy Kuhtz	Alzheimer Society of Sask. Inc	X
Marilyn Pollock	Apparel & Textile Association of Sask.	X
Sharon Chuka	Apprenticeship & Trade Certification Commission	
Jeff Fairholm	Brandt Industries (Turf Equipment Division)	
Keith Landry	Canada-Saskatchewan Career & Employment Services	X
Marilyn Braun	Canadian Federation of Independent Business	
Debra Murray	Casino Regina	X
Carmen Duncan	C. Duncan Construction Ltd.	X
Bill Parker	City of Regina	
Bruce McLeod	Credit Union Central of Saskatchewan	X
Greg Ahenakew Roy Bluehorn Danette Starr-Spaeth	Federation of Saskatchewan Indian Nations	X
Barry Marchand Gary Melko Bert Downton	Frontier Peterbilt Sales Ltd.	X
Tom Mullin	Hotels Association of Saskatchewan	
Maurice Kraemer	Human Resources Development Canada	X
Ron Kryzanowski	IMC Kalium	
Jerry Engel	Prairie Implement Manufacturers Association	(written information)
Sandra Greenough	Regina Chamber of Commerce	
Janet Balak	Regina Health District	X
Angelo Carteri	Regina Regional Economic Development Authority	X
Val Jakubowski	Road Builders and Heavy Construction Association of Sask.	
Larry Simpson	SaskEnergy	X
Byron Pointer	SaskTel	
Jaime Briltz	Saskatchewan Applied Science Technologists and Technicians	
Ken Kosolofski	Saskatchewan Association of Health Organizations	
Ede Leeson	Saskatchewan Association of Licensed Practical Nurses	X
Ken Engel	Saskatchewan Association of Rural Municipalities	
Vera Hoffert	Saskatchewan Auto Dealers Association	
Mary-Ann McFadyen	Saskatchewan Chamber of Commerce	
Manley McLachlan	Saskatchewan Construction Association	
Bill Spring	Saskatchewan Economic & Cooperative Development	
Elma Shoulak	Saskatchewan Gaming Corporation	
Marlin Webster	Saskatchewan Government Insurance	(phone

Name	Organization	Attended
		discussion)
Ken McKinley	Saskatchewan Home Builders Association Inc	
Janis Stone	Saskatchewan Labour Force Development Board	
Phil Reeves	Saskatchewan Mining Association	
Cindy Béland	Saskatchewan Motion Picture Association	
Ray Joubert	Saskatchewan Pharmaceutical Association	
Bud Knudtson	Saskatchewan Potash Producers Association	
Dolores Ast	Saskatchewan Registered Nurses Association	X
Diane Cohoon	Saskatchewan Tourism Education Council	X
Jim Friesen	Saskatchewan Trucking Association	
Mick Williams	Saskatchewan Wheat Pool	X
Roy Anderson	Tourism Saskatchewan	
Tim Frass	Tourism Regina	
Betty Burton	Trans Canada Pipeline	

Prince Albert

March 27, 2001 – CANCELLED **

Name	Organization	Phone Discussion
Penny Sommervill	Canada-Saskatchewan Career & Employment Services	
Pat Bauer	Canada-Saskatchewan Career & Employment Services (North Battleford)	
Perry Trusty	City of Prince Albert	X
Linda Cox	Human Resources Development Canada	
Jim McLeod	Prince Albert Chamber of Commerce	X
Don Thorpe	Prince Albert Construction Association	X
Dwayne Mills	Prince Albert Correctional Centre	
Larry Goldade	Prince Albert Grand Council	X
Frank Regel	Prince Albert Health District	X
Wayne Phillip	Prince Albert Regional Economic Development Authority	X
Fay Slipiec	Saskatchewan Health Records Association	X
Harry Bailhartz	Saskatchewan Meat Processors Association	X
Hal Stupnikoff	Saskatchewan Outfitters Association	
Glen Kessler	SaskPower	
Cheryl Lavoie	Tourism Prince Albert	X
Peter Kalyn	Weyerhaeuser Canada	X (+ written information)

** *Meeting cancelled due to low confirmation of attendance. Phone discussions were held with those available. Most indicated no new training needs.*

Moose Jaw

March 28, 2001 – 1:30 p.m.

Name	Organization	Attended
Tim Kletzel	Aramark Canada	
Cam Bode	Bode Implements Ltd.	
Jacques Comtois	Bombardier Aerospace	
Art Vandale	Bombardier Aerospace	
Miriam Blackwell	Bombardier Aerospace	
Dave Rooke	Atco Frontec Corporation	
Ray Briggs	Agpro Grain	
Ray Funke	BICC Phillips Inc	
Lee Payne	Business Improvement District	
Orest Wasylyk	C & S Construction	
Ken Munshaw	Canada-Saskatchewan Career & Employment Services	X
James King	CanaDay's Apparel Ltd.	
Penny Greensides	Canadian Pacific Railway	
Brian Bowes	Cardinal Construction Co Ltd.	
Randy Filleul	Caribou Auto Body	
Andy Shepherd	Chillers Brew Pub & Restaurant	
Dorian Wandzura Brian Hamblin	City of Moose Jaw	
Brian McGuigan	CTK Plastics Ltd.	
Marcel Doepker	Doepker Industries	
Lea Meili	Extendicare	
Jay Butler	Fifth Avenue Collection	
Don McCauley	Focal Point Computers	
Gerald Noren	GE Noren & Partners	
Larry Johnson	Guaranteed Refrigeration Service	
Darwyn Boucher	Heartland Agro Services Ltd.	
Duane Kohl	Heritage Inn	
Lloyd Legare	Human Resources Development Canada	
Sean Mellor	Intrex OnLine Services	
Bevin Leipert	Leipert Financial Group	
Andy Anderson	McDonald's Restaurant	
Dan Florizone	Moose Jaw - Thunder Creek Health District	(written information)
Gary Hyland	Moose Jaw Arts in Motion	
Darryl Stav	Moose Jaw Asphalt Ltd.	
Valerie Budd-Pritchard	Moose Jaw Chamber of Commerce	X
Brad Duncan	Moose Jaw Construction Association	
Gerry Onyskevitch	Moose Jaw Cooperative Ltd.	
Vicky Cullen	Moose Jaw Credit Union	X
Mickey Heron	Moose Jaw Real Estate Board	
James Leier	Moose Jaw Regional Economic Development Authority	X

Name	Organization	Attended
	Inc.	
Walter Konopaki	Moose Jaw Sash & Door	
Michelle Power	Tourism Moose Jaw	
Chad Taylor	Moose Jaw Toyota	
Denise Soar	Raider Industries	
Wilbur Feader	Royal Bank of Canada	
James Hendren	Saskatchewan Council of Independent Forest Industries	
John Tuchscherer	Saskatchewan Water Corp	(phone discussion)
Lorne Scott	Saskatchewan Wildlife Federation	
Dan Maltais	Saskferco Products Inc.	
Doug Conn	SaskTel	
Greg Simpson	Simpson Seeds	
Herb Linsley Dillon Shewchuk	South Central Community Futures Development Corporation	X
Brian Mikuliak	Supreme Office Products Ltd.	
Deb Thorn	Temple Gardens Mineral Spa Inc	
Dawn Smythe Tracy Brace	Thunder Creek Rehabilitation Association	X
Candis Kirkpatrick	Tunnels of Moose Jaw	
Wayne Sannes	Wayne & Laverne's Pizza	
Tammy Logan	Western Canada Beef Packers	
Ken Roney	Westrum Lumber	
Yvette Moore	Yvette Moore Fine Art Gallery	

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